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*Questions, comments, and requests for additional copies of this Guide may be directed to the
Office of Economic Adjustment at (703) 604-6020.
This Guide is also available on the World Wide Web at <http://www.acq.osd.mil/es/>*

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Roles in Base Reuse

Assuming Responsibility

Highlights

The Department of Defense (**DoD**) has been closing military bases and assisting Defense-impacted communities through its Defense Economic Adjustment Program for more than 35 years. Over this period of time, experience has shown that the primary responses to a closure must be community-based.

This Section describes the roles of community leaders, State leaders, Federal officials, and other resources. The role of community leaders—where economic adjustment efforts begin and end—is described in terms of the three components of economic adjustment: the community, local businesses, and workers. The roles of State and Federal officials are briefly summarized. A detailed listing of the various resources available to your community can be found in the Appendix.

The economic and social fabric of a community is tested when a closure action is announced. What does this decision mean? How will jobs be impacted? Is there any way to avoid the closure? The closure and reuse process is disruptive, but the experience of most communities is that the net result is economically beneficial in the long run.

The Role of Community Leaders

Economic adjustment in response to a base closure begins and ends with the community leaders. Effective decision making rests with those most impacted by the closure—those who have the greatest stake in economic recovery. Community leaders must assume many responsibilities:

- **Awareness.** Study the potential impacts upon the community. What are the strengths and weaknesses of the local, regional, and State economies? How many businesses in the community are directly or indirectly dependent on the activity at the base? Is a large portion of the housing market dependent on rental or

mortgage payments made by base personnel? Are there opportunities for economic growth?

- **Leadership.** Become the catalyst for the community's adjustment effort. The organization, planning, and implementation of any adjustment effort depend on your ability to build alliances and partnerships across the entire community spectrum, including workers and businesses, civic leaders, and local interest groups, as well as various technical and financial sources.
- **Direction.** Learn about the issues so that you can give clear direction on such key points as worker retraining, environmental issues, and off-base initiatives. Help is available from others who have been through similar base reuse experiences. Section 4 of the Appendix contains the names and points of contact for many individuals and organizations that can assist you in speaking from an informed perspective.
- **Investment.** Engage the commitment of local and regional political and financial resources to support the overall adjustment effort. Necessary seed capital is critical and spurs community commitment to accepting and resolving challenges arising as a result of the closure.

Economic Adjustment Focus

Attempts to respond to a base closure are typically focused on three areas: **The Community**, **Local Businesses**, and **Workers**. They are interrelated and are commonly addressed concurrently in an adjustment program. Community leaders have specific roles and responsibilities to each of these interests, which are addressed below.

The Community

Community leaders are essential to help ensure that the economic adjustment process, including base reuse, addresses the needs of the overall community. They are called upon to:

- **Lead the process.** Be prepared to make decisions, mobilize resources, and build consensus.
- **Raise the consciousness of the community.** Face the issues of past Defense dependency and the need for economic diversification.

- **Speak up about the need for economic adjustment.** Create a process to make the entire community healthier and more productive.
- **Embrace the installation as part of the community.**
- **Understand the community's strengths and weaknesses.**
- **Communicate with the community to define a vision** for the future.
- **Create an entrepreneurial environment** in the community—from the policies of city hall to new programs—to encourage innovation.

Local Businesses

There are many supportive steps a local official can take to provide assistance to affected businesses:

- **Understand vulnerable businesses and their needs.** The local base contracting office can help identify local businesses that may be impacted by the closure. Are there businesses ready or willing to make the transition to new markets? What will they need to do this, and how can the local government help?
- **Know your economic development tool kit**, particularly any business development tools and resources that may be of assistance, including access to Federal and State resources. Many such resources are listed in Sections 1 and 2 of the Appendix.
- **Provide access to data on current and future trends** in base consumption in the local economy. This will be useful to local businesses anticipating the closure.
- **Educate local businesses about opportunities**, including foreign markets, technology transfer, manufacturing networks, initiatives to increase competitiveness, access to new markets, and new product development.
- **Maintain an ongoing dialog with businesses.**
- **Link the efforts of all organizations in the community that assist business**, including the Chamber of Commerce and service organizations.

Workers

Community leaders should take steps to minimize employment disruption. The local official is primarily a facilitator—providing information, resources, and assistance in the following areas:

- **Define** dislocated and at-risk worker populations, their concerns, and their needs. For base employees, this effort begins with the base Human Resources Director.
- **Create** demand-based training opportunities for impacted workers. Provide them with advanced skills to match new jobs and business opportunities.
- **Learn** which Federal and State resources are available for worker adjustment and help those in need to access them.
- **Facilitate** dialog among all concerned interests: the labor force, unions, universities and colleges, service organizations, local interest groups, local governments, and the base itself. Help ensure that all are working collaboratively toward common goals without duplication of effort.
- **Involve** members of the local Private Industry Councils (**PICs**) or Service Delivery Areas (**SDAs**) and choose an organization that will conduct the training locally.

The Role of State Officials

The National Governors' Association (**NGA**) outlined some ways that States can be helpful to Defense-impacted communities:

- Provide policy direction
- Help mobilize local efforts
- Encourage local jurisdictions to work together
- Help develop economic adjustment potential at the local level
- Provide technical and financial assistance for community programs

In this regard, your State may be able to help you in:

- **Conducting proactive “outreach campaigns”** to communities, businesses, and workers to raise awareness about base reuse issues, to focus on local and regional concerns and needs, and to identify the types of assistance available.
- **Facilitating community, business, and worker access** to Federal and State resources.
- **Linking communities regionally** to address common base reuse issues.

Section 2 of the Appendix identifies initial State contacts for economic adjustment and worker assistance.

The Role of Federal Officials

The Federal role is to supplement and support local decision making. A community will encounter the following Department of Defense resources during economic adjustment efforts:

- The Installation Commander or other Military Department officials who close the facility and are responsible for its disposal are the most important resources for acquainting the community with the base facility.
- The Office of Economic Adjustment (**OEA**), through its Project Manager, provides comprehensive assistance to support community organization, planning, and transitional activities. For many communities, OEA provides the first assistance. Contact the Director of OEA for Project Manager information (see Section 1 of the Appendix).
- The Base Transition Coordinator (**BTC**) is the local, on-site Federal point of contact who works as an ombudsman for the community. The BTC is a key contact, problem solver and information source for the local community, especially in relation to environmental cleanup and property disposal. Contact the Base Transition Office for BTC information (see Section 1 of the Appendix).

Considerable expertise and assistance is also available at the Federal level as the project takes shape.

Transition assistance is available for displaced workers, impacted housing markets, and affected school districts. Methods for acquiring surplus Federal property for public purposes at a discount, and other technical assistance, are available for reuse efforts. Public purposes include:

- Aviation
- Parks and recreation
- Health care
- Historic monuments
- Wildlife preservation
- Ports
- Highways
- Education
- Corrections
- Homeless assistance

Funding is also available for such diverse activities as site improvements, business loan funds, project-specific planning, business counseling, and other adjustment efforts. A complete list of Federal resources—technical as well as financial—is provided in Section 1 of the Appendix.

Other Resources

Several interest groups can provide further assistance. These groups are engaged nationally as well as locally to equip their members with the necessary tools and capabilities to be effective through their adjustment initiatives. Communities can learn from the experience and counsel of peers who have successfully dealt with base closure. A list of these organizations is included in Section 3 of the Appendix.

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Two

Reuse Overview

Understanding the Process

Highlights

The base reuse process consists of a series of activities involving both the Local Redevelopment Authority (**LRA**) and the Military Department. These activities are required by both laws and regulations. An LRA must be aware of this general process to effectively respond to the closure and to move the community toward economic recovery.

The overall reuse and disposal process (“**reuse process**”) consists of three phases: base-wide **reuse planning**; **disposal and reuse decision making**; and **decision implementation**. This Section provides a brief overview of the reuse process, including information on transitional impacts to the community as the base is converted from military to civilian use. The process is explained in further detail in the *DoD Base Reuse Implementation Manual*, available from the Office of the Assistant Secretary of Defense for Economic Security.

Reuse Planning

Under the Base Closure Community Redevelopment and Homeless Assistance Act of 1994, a new community-based reuse planning process begins upon the final selection of the base for closure or realignment. Through this process, the local reuse organization, or LRA, identifies local reuse needs and conceives a redevelopment plan for the Military Department to consider in the disposal of base property. At the time of publication, legislation was under consideration that would revise some of the following provisions as they pertain to the homeless, including outreach and planning. Please consult with your OEA Project Manager and Base Transition Coordinator to keep apprised of the specific planning requirements as they may change.

Concurrent with the LRA activities, the Military Department also undertakes disposal planning, environmental planning and management, and other base closure activities.

A New Reuse Planning Process

The reuse planning phase begins immediately following the date of approval of the base closure or realignment (“**date of approval**”). Figures 1 and 2 show some of the principal activities and milestones associated with the overall base reuse process. Although many of these milestones are prescribed by statute, community officials should realize that, within legal limits, every effort will be made to accommodate the community’s individual circumstances. The LRA’s reuse planning activities and the Military Department disposal planning activities can generally be grouped and described in terms of the number of months following the date of approval.

- **First 6 Months.** The Military Department will determine which parts of the base are not needed by the Department of Defense (“**excess**” property) or another Federal agency (“**surplus**” property), and will publish a notice identifying the surplus property as being available for reuse. The LRA is structured and recognized by DoD through OEA (see Section 3, “Local Redevelopment Authorities,” for more information on LRAs) and begins comprehensive reuse planning for the base. This effort includes early and frequent coordination with the Base Realignment and Closure (**BRAC**) Cleanup Team (**BCT**) and with the Restoration Advisory Board (**RAB**).
- **6 to 12 Months.** The LRA undertakes outreach to provide information on the installation to representatives of the homeless and to other persons interested in assisting the homeless and solicits notices of interest in the base from State and local governments, representatives of the homeless, and other interested parties to assist the local planning effort. The LRA will prescribe the dates for receiving these notices and will publicize them locally.
- **12 to 18 Months.** After considering the notices of interest received, the LRA prepares a reuse or redevelopment plan, incorporating environmental considerations such as cleanup activities, air emission credits, natural resource concerns such as endangered or threatened species and habitat, and cultural and historical requirements. This plan identifies the LRA’s overall reuse strategy for the base. The LRA and the community, through public comment, must ensure that the plan adequately balances local community and economic development needs with those of the homeless.

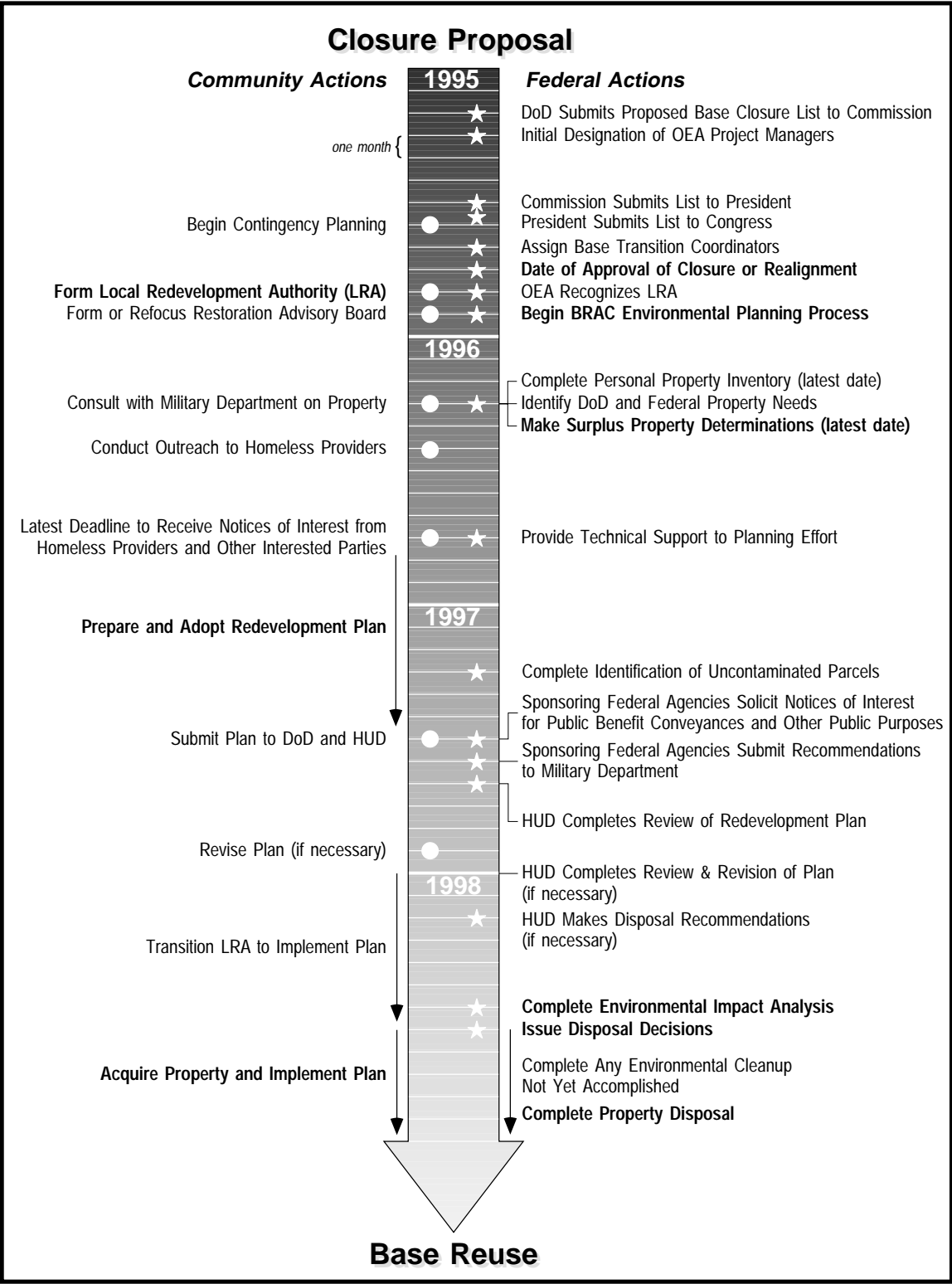


Figure 1. Generalized Reuse Process Timeline for BRAC '95 Bases

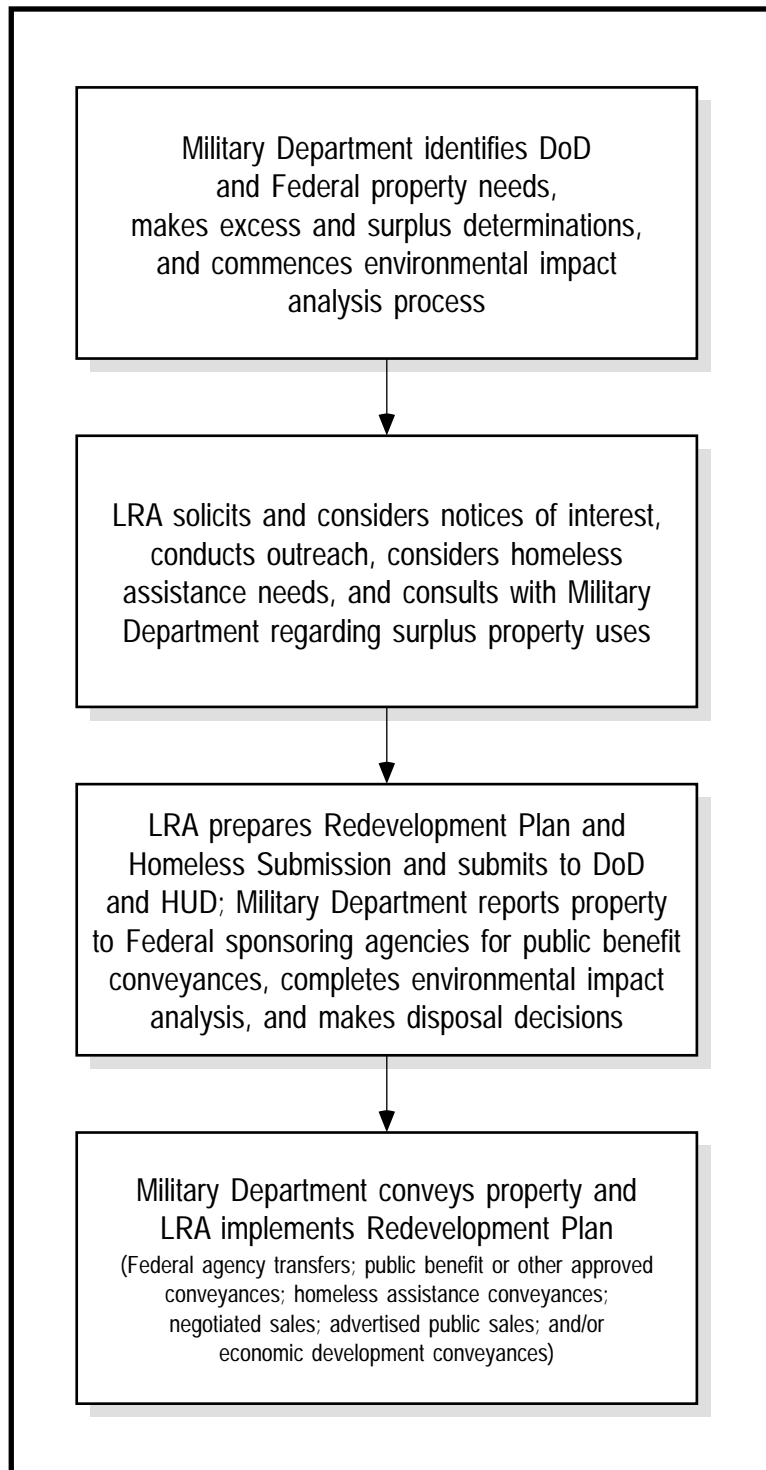


Figure 2. General Disposal Process Flow Diagram

- **Approximately 18 to 24 Months.** The LRA's completed redevelopment plan is submitted to the Military Department. Not later than this time, the Military Department also notifies sponsoring Federal agencies of property that may become available for public benefit conveyances. The sponsoring Federal agency notifies eligible entities, evaluates their applications, and makes recommendations to the Military Department who will in turn keep the LRA apprised of any interests.

The community's plan is also submitted to the Department of Housing and Urban Development (**HUD**) as part of an application to help address the community's homeless needs. HUD will review the application to determine whether in its judgment the LRA has adequately balanced local community and economic development needs with those of the homeless. If HUD determines that the application does not strike this balance, the LRA will be provided with an opportunity to address HUD's concerns.

- **Approximately 24+ Months.** The Military Department will complete its environmental impact analysis (see "Environmental Impact and Other Impact Analyses" in this Section) no later than 12 months after receiving the LRA's redevelopment plan. This analysis normally uses the LRA's plan as the proposed action and describes any alternatives considered. During the disposal and reuse decision phase, final Military Department disposal decisions will resolve any competing requests for the property and will, in many cases, be consistent with the LRA's redevelopment plan. Once disposal decisions are made, the Military Department initiates final disposal actions in accordance with its disposal plan.

Personal Property

Shortly after the date of approval of the base closure, the Military Department will consult with the LRA as the military inventories and makes decisions about the retention or disposal of personal property. "Personal property" comprises property other than land, buildings, and Government records at a closing base. Items such as desks, computers, and shop equipment are examples of personal property having the potential to assist the reuse effort. Early in the reuse planning phase, the Military Department will identify the personal property that will be made available for reuse, and the community, through the LRA, will be asked to identify those items of available personal property it feels are necessary to assist the reuse effort.

This request may come long before the LRA has a completed redevelopment plan.

Throughout this process, the Military Department will be sensitive to the planning needs of the LRA and normally will not move property likely to be suitable for reuse without notifying the LRA in advance. Ultimately, the LRA will need to stipulate in its redevelopment plan what personal property it determines is necessary for the effective implementation of the plan.

A separate category of personal property is that owned by non-appropriated fund (**NAF**) organizations. These entities, rather than the Military Department, are responsible for its disposal and the LRA will need to explore opportunities for reuse directly with the particular organization. NAF property is often owned for religious, morale, welfare, or recreational activities, including post exchanges, ship stores, military officer or enlisted clubs, or veterans' canteens, and has been purchased with funds generated by Government employees and their dependents.

Environmental Impact and Other Impact Analyses

As part of the reuse planning phase, the Military Department, under the National Environmental Policy Act (**NEPA**), must consider all reasonable disposal alternatives and their respective environmental consequences. This is accomplished by means of a formal environmental impact analysis, which commonly takes the form of an Environmental Impact Statement (**EIS**). Additionally and aside from NEPA, the Military Department is required to analyze impacts to natural and cultural resources and may be required to consult with other Federal and State agencies before making final property disposal decisions.

Initially, if the Military Department determines not to commence an EIS immediately, an environmental assessment (**EA**) may be conducted to determine whether proposed disposal actions require a full EIS (e.g., actions that will have significant environmental impacts). In the event it is determined that there will be significant impacts, an EIS is undertaken as follows:

- The Military Department publishes a Notice of Intent in the *Federal Register* that a property disposal action may be undertaken and that an EIS will be prepared and considered.
- A public scoping meeting will be held in the geographical area to obtain public comments about the possible environmental impacts of the proposed disposal action and likely reuses, as well as the reasonable alternatives that should be considered in the analysis. It

is therefore important for the LRA and other interested community leaders to participate in the scoping meeting.

- Data are collected and analyzed by experts in different fields, and the results are published in a Draft Environmental Impact Statement (**DEIS**). The DEIS will be made available for public review and comment. Interested agencies, organizations, and individuals normally have 45 days to review and comment. Also during this time, a public hearing is held in the community to explain DEIS findings and to receive oral comments.
- The Final Environmental Impact Statement (**FEIS**) is completed no later than 12 months after the submittal of the LRA's redevelopment plan. The FEIS will address public and other comments received on the DEIS. A Notice of Availability (**NOA**) of the FEIS will be published in the *Federal Register*.
- Not earlier than 30 days after publication of the FEIS, a disposal Record of Decision (**ROD**) is issued. The disposal ROD indicates the disposal actions that have been selected, the alternatives considered, the potential environmental impacts of each alternative, and any specific mitigation activity to support the decision. After the ROD is signed and issued, the availability of the ROD is announced in the *Federal Register*. Then, the Military Department may dispose of the property if other actions are complete.

A similar NEPA process will apply when property is utilized under an interim lease before full base closure, but normally an EA will be involved and can be accomplished in less time than a full EIS.

Environmental Process

The Military Departments have had ongoing environmental cleanup programs for many years as part of the Department of Defense Environmental Restoration Program. Environmental programs are emphasized and expedited at closure bases through the BRAC Environmental Process, which includes environmental cleanup actions and other environmental issues that may impact property reuse. Many environmental activities will occur during the reuse planning phase. Therefore, it will be important for the LRA to communicate its reuse concepts to the Military Department as soon as they are formulated. This way, environmental priorities can be reconciled with community reuse priorities, and appropriate cleanup levels can be established to reflect anticipated future land uses. The BRAC Environmental Process is described as follows:

- A BCT, an important source of information for reuse planning, is designated for each base where property will be made available for reuse. The BCT will comprise a BRAC Environmental Coordinator (or **BEC**—a Military Department employee) and representatives from the State environmental agency and the U.S. Environmental Protection Agency’s (**EPA**’s) regional office. The environmental subcommittee of the LRA should work closely with the BCT to receive cleanup information and to provide the BCT with input on reuse priorities and decisions.
- The BCT reviews the status of all environmental programs at the base, as well as the LRA’s redevelopment plan, unless it is not available, in which case anticipated community needs are considered.
- The BCT develops a strategy for base environmental programs to incorporate both reuse and environmental priorities.
- A BRAC Cleanup Plan is prepared, describing the status of base environmental programs, and identifying a strategy and schedule for environmental cleanup, compliance, and natural- and cultural-resources-related activities.
- As contamination is remediated, the BRAC Cleanup Plan is updated to reflect cleanup and site close-out actions that have been taken, as well as any changes in community redevelopment needs.

Property that is being cleaned up can be leased and put into immediate economic reuse, with the Military Department and the BCT working to ensure that cleanup activities do not unnecessarily impede reuse activities.

Environmental Suitability for Transfer or Lease

In order to facilitate reuse planning efforts, the Military Department will identify “uncontaminated” base property no later than 18 months after the date of approval. This identification procedure includes consultation with appropriate State or EPA regulators. In addition, no property can be conveyed by deed or can be leased until the Military Department makes a Finding of Suitability to Transfer (**FOST**) or a Finding of Suitability to Lease (**FOSL**), respectively.

The FOST/FOSL determines whether property is environmentally suitable for its intended use and whether there is any restricted use of the property. Processes such as an Environmental Baseline Survey are used in developing the FOST/FOSL and include the identification and analysis of all

available records, a visual and physical inspection of the base and adjacent property, a recorded chain-of-title documents review, interviews with past and current base employees and local officials, and other activities. The LRA and Military Department need to provide input to the BCT well in advance on properties to be reused so that a FOST/FOSL can be developed and the BCT can ensure that there are no environmental impediments to the intended reuse.

Disposal and Reuse Decision Making

This phase of the base reuse process includes the activities associated with the Military Department's disposal decisions and the LRA's reuse decisions. After completing its environmental impact analysis and supporting documentation, the Military Department will make final disposal decisions and will generally issue a disposal ROD (see page 13) or another type of decision document. The disposal ROD describes the disposal decisions that the Military Department has made for each parcel to be transferred, as well as potential environmental mitigations that may be required if certain activities occur.

The Military Department's disposal decisions also may include decisions on applications for particular types of property conveyances (see "Decision Implementation," below), or these decisions may be deferred until completed applications are submitted and approved. For example, the LRA may wish to apply for an economic development conveyance if other conveyance methods cannot be used. Applications are also required for most discounted conveyances of property for public purposes; for example, the Department of Education must review and approve an education application prior to an education public benefit conveyance.

Decision Implementation

After final disposal decisions are issued by the Military Department, the reuse process enters the implementation phase. This phase includes Military Department conveyance of installation property (or property "**disposal**"). The goal of the disposal process is to place property no longer needed by DoD or the Federal Government into uses that benefit the community. The Military Department normally will await the completion of the LRA's redevelopment plan prior to implementing any of these actions. The decision implementation phase is the culmination of the base reuse process, as shown in Figure 1.

There are a number of ways for a community to acquire surplus base property, as listed in Figure 2 (page 10). Available methods include:

- **Public conveyances** for such public purposes as airports, education, health, historic monuments, ports, parks and recreation, and wildlife conservation. Generally, a Federal agency with specific expertise in a conveyance category (e.g., the National Park Service for park land and recreation conveyances) is authorized to serve as a sponsoring or approving agency. Approved recipients may receive these conveyances at a substantial discount (up to 100 percent of fair market value), following consultation with the appropriate agency.
- **Homeless assistance conveyances**, in accordance with HUD's approval of the LRA's redevelopment plan to meet local homeless needs, at no cost, directly to a homeless provider or to the LRA.
- **Negotiated sales** to public bodies for public purposes at the property's fair market value, with negotiable payment terms.
- **Advertised public sales** to the party that submits the highest bid, provided it is not less than the property's fair market value.
- **Economic development conveyances** to an LRA for job creation purposes, if approved by the Military Department. Depending on the circumstances, these conveyances may be at a discounted price or at fair market value, with negotiable payment terms.

For property with ongoing cleanup efforts, leases may be used to achieve prompt reuse. However, the Military Department must ensure that all environmental actions necessary to protect human health and the environment have been taken before any transfer by deed can take place. This means that remedial actions necessary for any remaining contamination have been put in place and are operating successfully and to EPA's satisfaction. In any such case, the Military Department will remain responsible for completing the cleanup.

Impacts of the Transition

As property transfer and environmental activities proceed, some additional actions will take place as the base transitions from an active to a closed facility. Your community and LRA should prepare for these events.

Worker Drawdown

The closure of a base will result in the loss of both military and civilian jobs. Military personnel will be transferred as their positions are eliminated. While every effort will be made to retain their Federal employment in the area,

civilian employees may also leave the area in search of work. Dependents of these workers may transfer, leaving potential openings in the community labor force. The LRA should begin a dialogue with the base Human Resources staff to plan for personnel drawdowns and to anticipate demands for human services that would lessen the impact of the drawdown.

The Department of Defense (Civilian Personnel) and the Department of Labor (Retraining and Readjustment Services for Dislocated Workers) offer assistance to affected workers. Contact information for both of these organizations can be found in Section 1 of the Appendix.

Housing

Some communities witness a slowdown in local housing sales the moment a closure is announced, while sales in others continue unaffected. The drawdown of personnel may impact local renters and homeowners. The base Human Resources Office should be able to acquaint you with a residential profile of the base population. On the basis of this profile, lenders, property owners, and community leaders should be able to anticipate potential vulnerabilities and work with the LRA to identify potential sources of assistance.

Assistance for housing issues related to the base closure is available through the Homeowners' Assistance Program. Contact information for this program can be found in Section 1 of the Appendix.

Businesses

Contact the Base Contracting Office for an indication of the number of local businesses that do contracting with the base. Seek out these businesses to learn how the closure will impact them. Take this information to the LRA to begin helping any vulnerable businesses through the closure and reuse process.

Assistance is available through the Small Business Administration. Contact information can be found in Section 1 of the Appendix.

Schools

Commonly in base closure situations, a school district's population comprises a large number of military families. A closure may adversely impact the district's compensation for providing education to military families. How much impact aid assistance are your local school districts receiving? Will the base closure significantly reduce the student population?

Assistance is available through the Department of Education. Contact information can be found in Section 1 of the Appendix.

CASE STUDIES

Five OEA case studies are used in this Guide to illustrate innovative approaches to base reuse. Their background information is provided below.

Case Studies: Background

Fort Devens, Ayer, MA—Located in north-central Massachusetts, Ft. Devens is surrounded by the towns of Ayer, Harvard, Shirley, and Lancaster. As part of its closure, approved in 1991, the North and Main Post, totaling 4,428 acres, are to be closed by FY 1997, but an enclave will remain on the 4,883-acre South Post to support Army Reserve training. The action will mean the loss of more than 5,200 military and almost 1,600 civilian jobs. Most of the adverse economic impacts will be felt by the town of Ayer, which is already experiencing 14 percent unemployment. The Ayer school system will also suffer since 75 percent of its students are military dependents.

For further information contact Michael Hogan, (508) 772-6340.

England Air Force Base, Alexandria, LA—In 1991, the 2,282-acre England Air Force Base, located in central Louisiana, was approved for closure. The closure included the loss of approximately 3,000 military jobs and 697 civilian jobs. Estimates of the total local business impact predict a loss of up to 6,400 total jobs. At the same time, Fort Polk, located in a nearby parish, was downsizing from 15,000 to 8,500 military jobs.

For further information contact Jon Grafton, (318) 449-3504.

Charleston Naval Base, North Charleston, SC—In 1993, the Naval Station, the Shipyard, the Defense Distribution Depot, and part of the Naval Supply Center in North Charleston, South Carolina, were approved for closure. The Naval Station and Shipyard combined encompass approximately 1,800 acres. The 1996 closure will result in the loss of 8,722 military and 6,272 civilian jobs.

For further information contact Arthur Ravenel, Jr., (803) 747-0010.

Homestead Air Force Base, Homestead, FL—Homestead's closure was approved in 1993 after Hurricane Andrew had destroyed most of the on-base buildings and had severely impacted local business and local housing. Prior to the hurricane, there were 3,865 military and 912 civilian positions on the base. In the wake of the hurricane, approximately \$150 million in special Federal funding was invested in cleanup and new construction on the base. The closure will result in the loss of 3,860 military and 136 civilian jobs.

For further information contact Mayra S. Bustamante, (305) 876-7730.

Naval Air Station Chase Field, Beeville, TX—Naval Air Station Chase Field was approved for closure in 1991. The closure meant the direct loss of \$27 million in salaries and an indirect loss of \$25 million to the local economies in Beeville and Bee County, in addition to 733 military and 914 civilian jobs. This was significant to a county with a population of 25,000 and a city of 13,500. Prior to the closure announcement, the unemployment rate was 6 percent, and by late February 1993 the rate was 12.9 percent. The base is located 5 miles outside of Beeville and 65 miles from Corpus Christi, Texas.

For further information contact Brad Arvin, (512) 358-4641.

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Three

Local Redevelopment Authorities *Organizing for Success*

Highlights

A community should begin forming an organization before the closure decision is final. Once formed, the LRA becomes the single vehicle for base reuse activities. It is important for LRAs to be representative of the impacted community and to allow for maximum public input in its deliberations to reach a consensus on base reuse.

This Section describes when and how LRAs are formed; it also contains common principles for community officials to consider when structuring their LRA and describes how LRAs are formally recognized by OEA.

The process of organizing is the community's first priority. Any community whose base is announced for closure should consider "dual-tracking" (contingency planning for reuse while appealing the closure; see Figure 1) to anticipate ultimate closure approval. After an installation is approved for closure, the community will be requested to work closely with the Military Department on reuse planning. This relationship will include consulting about closure-related issues (e.g., resource drawdown and property disposal), and creating a local decision-making process to identify and advance the community's overall economic recovery strategies, including base reuse.

The LRA is expected to provide leadership and build consensus for base reuse. The Secretary of Defense, through the OEA, will generally recognize one LRA for the base area comprising an installation. This LRA should have broad-based membership, including, but not limited to, those jurisdictions with zoning authority over the property. It will have sole responsibility for planning reuse of the property and serve as the community's point of contact for all matters relating to the closure.

Contingency Planning

Pre-Closure Approval

During this period, communities generally focus on two priorities: (1) ensuring that the merits of their respective installation are fully considered by the Base Closure and Realignment Commission and (2) establishing a unified position of support for their facility. Additionally, the basic framework for an LRA should be envisioned so the community is prepared for closure approval. Consider the following:

- Are there jurisdictions that would be adversely affected by a closure?
- Where do most of the workers from the targeted installation reside?
- What types of economic development resources exist locally?
- Are there any human or financial resources available to form the basis of an LRA effort?

These questions help identify the political and economic groups that have a stake in the closure and could serve as catalysts for the LRA.

Closure Approval

When a closure is approved, community officials will be requested to promptly designate an LRA to work on their behalf during consultations with the Military Department. While the LRA can be established in a variety of ways, it often begins as a broadly inclusive group comprising political and economic stakeholders identified prior to the closure's approval.

Structuring An LRA

Figure 3 shows a structure that an LRA could use to address its consulting and planning responsibilities. There are ten common principles for community officials to consider in structuring an LRA:

- **Represent the impacted area and its demographics.**
- **Include private as well as public sector representatives.**
Network and establish partnerships. A closure necessitates that all resources be marshaled from within.

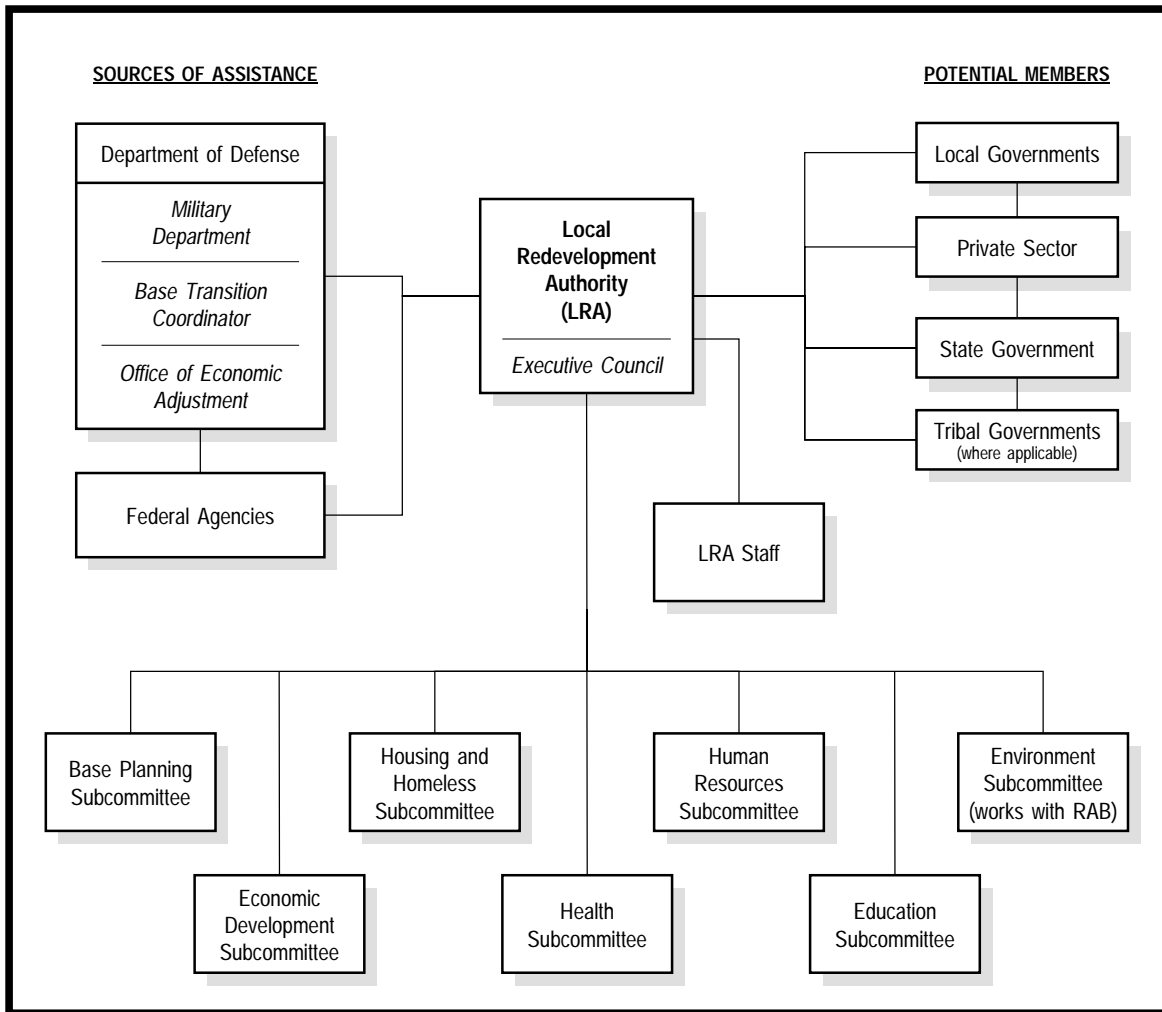


Figure 3. Conceptual LRA Organizational Structure

- **Strive for a manageable number of members for an executive council.** Groups of no more than 6 to 8 are most effective for team dynamics. The executive council should have an equitable representation of political, economic, and other community interests. The executive council provides oversight and leadership. Most members will be requested to donate their time to the cause; an LRA should minimize the time needs of the group.
- **Aim to create a comprehensive subcommittee structure** to draw upon local resources. While the executive council oversees the actions of the community effort, subcommittees perform the detailed work in specific program areas. These areas might be environmental issues, housing and homeless needs, worker adjustment, community adjustment, business adjustment,

infrastructure, personal property, and base reuse/economic development.

- **Take advantage of existing resources.** Numerous organizations may already be working to promote the community. Whether they are focused on regional development or quasi-public advocacy, their existing efforts should be built upon rather than replicated or brought into conflict with those of the LRA.
- **Clearly define the LRA's responsibilities.** Is the LRA focused solely on planning for reuse of the installation and related adjustment efforts? Are there other agenda items that could distract from the primary reuse planning activity? Remember, the Military Department is looking for a focal point at the community level to deal with **all** issues pertaining to base reuse.

The initial LRA should focus its efforts on crafting the redevelopment plan. Over the life of the reuse process, it is not uncommon for one entity to be formed or recognized as the LRA for reuse planning purposes and another entity to become the LRA that implements the plan. Implementation responsibilities, including restructuring of the LRA as necessary to accept or manage property, should await completion of the redevelopment plan and any financial feasibility analysis.

- **Be public.** Keep the public informed and solicit input in all phases of the program. This input not only ensures that the LRA continues to focus on the interests of its communities, but also provides State and Federal officials with realistic access to the community.
- **Set and enhance capacity.** Varying degrees of expertise will be needed to consult over closure issues, as well as to formulate a base redevelopment plan. Are there existing staff with capacity for the task? What types of staff will be needed? Will consultants be needed for the effort? Remember the considerable resources and expertise available at no cost from the various State offices, the Military Department, the BTC, and the OEA Project Manager. These personnel may be invited to attend LRA meetings and participate in discussions and working sessions with LRA members.
- **Provide political and financial resources to support the LRA as the community's response vehicle.** The LRA should be designated as the one community voice in response to the closure.

The community thereby gets behind a single, unified response to the closure and seeks to diversify the LRA's funding support.

- **Be flexible.** Base closures are dynamic and the initial LRA structure will need to be responsive to new information, issues, and responsibilities as it proceeds with the initial planning effort. Federal and State government resources rely on flexible local decision making to ensure that the LRA remains responsive.

The time it takes for an LRA to be fully functional and reflective of this model depends on the particular community. Local issues, financial resources, acceptance of the closure decision, and local capabilities all affect the time it takes for an LRA to become functional.

Recognition

How is an LRA recognized by the OEA? Does the LRA have to be in receipt of planning grant funds prior to being recognized? Is there a standard letter required for recognition?

Generally, the process of bringing together diverse interests locally and working toward the common objective of base reuse is challenging enough without concern over any unnecessary procedures or paperwork. The LRA should have the complete support of local jurisdictions and interest groups, who speak with one voice through the designated LRA. This key factor is more important in recognizing an LRA than any procedural steps.

While planning grant assistance may include support for an LRA organization, the receipt of such funds is not a requirement for recognition by the OEA. Rather, an assigned OEA Project Manager will work closely with you and the BTC. Through this interaction, you will be kept apprised of what is expected of the community, and an initial LRA will be recognized through correspondence from OEA. Information about the recognized LRA will be published locally and in the *Federal Register*.

Case Studies: Organization

Ft. Devens—By Governor's Executive Order in July 1991, a Redevelopment Board was created to plan the reuse of the Fort, and a state economic development agency, the Massachusetts Government Land Bank, was designated as the lead agency responsible for the redevelopment effort. The four towns adjacent to the Fort wanted more direct involvement with the reuse planning effort and formed the Joint Boards of Selectmen, a committee-of-the-whole comprising local elected officials, to work closely with the Land Bank. *For further information contact Michael Hogan, (508) 772-6340.*

Case Studies: Organization (Continued)

England AFB—England had been threatened with closure earlier, and the community began planning before the 1991 closure decision was final. Alexandria initially adopted a dual-track strategy, simultaneously forming both a “Save the Base” Committee (with a broad-based membership selected by the Chamber of Commerce) and a reuse organization (also a Chamber-based group, consisting of three elected officials, engineers, and real estate specialists). The “Save the Base” Committee evolved into a city- and parish-led organization with representatives from the Chamber, the parish, and two cities. When the closure decision became final, the two planning committees merged, and the England Authority emerged as a State-codified organization with planning authority for the entire parish. The Authority formed broad and varied working groups to address specific issues. The Authority relies primarily on private-sector representatives, who are seen as the key to success; no elected officials are members of the Authority.

For further information contact Jon Grafton, (318) 449-3504.

Charleston Naval Base—The Trident Region’s BEST (Building Economic Solutions Together) Policy Committee held its first meeting in July 1993. BEST comprised 45 members representing local/regional political, business, and community interests, State government, and the South Carolina Congressional delegation. In accordance with an Executive Order issued by the Governor, the Committee nominated 15 of its members to serve as the BEST Executive Committee, which was responsible for the day-to-day operations of the organization. The committee’s mandate was to establish an organization and to produce a reuse plan to guide the redevelopment of the naval complex.

For further information contact Arthur Ravenel, Jr., (803) 747-0010.

Homestead AFB—With encouragement from OEA, the Homestead community organized within 30 days. The LRA included representatives from Homestead, Florida City, Miami, and Dade County, as well as from the State. Private-sector representatives accounted for 35 percent of the LRA membership. The LRA formed a subcommittee structure to address various reuse options and issues, including aviation, housing and the homeless, education, agriculture/industry, recreation, economic development, and finance. The Homestead LRA received limited funding from OEA (enough for two mid-level staff and operating costs), but benefited from fast-tracked environmental impact documentation (EIS and ROD) that was completed within 18 months.

For further information contact Mayra S. Bustamante, (305) 876-7730.

NAS Chase Field—The former Save-the-Base Committee directed its efforts to that of recovery, and the Beeville/Bee County Redevelopment Council was established. They hired an executive director with defense impact experience soon thereafter. The Council was made up of 23 people representing the city and the county government, as well as the local business community. The base commander was an adjunct member of the Council and played a role in the planning effort.

For further information contact Brad Arvin, (512) 358-4641.

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Four

The Base Redevelopment Plan

Charting a Course for Economic Recovery

Highlights

An LRA's goal is to formulate a redevelopment plan, offering a community prescription for economic recovery in response to the closure. It includes specific details on reuse of the former military facility, potentially the single greatest economic asset in the community. Base land and buildings offer an opportunity to satisfy unmet requirements for affordable housing, community facilities, and services, as well as an opportunity to create jobs. The LRA's challenge is to identify local economic and community development needs, including those of the homeless, and to develop a plan that achieves a balance between them.

This Section describes the redevelopment planning process. It offers a strategy for evaluating a base's reuse potential and integrating a plan with the surrounding community. Cautionary advice, tips, and case studies of homeless outreach efforts and redevelopment planning are featured.

The Process

Each community approaches aspects of the planning process differently, depending on its reuse context.

Strategic Planning

- **Goals.** The first step is to determine the community goals that will guide the planning process. Defined by the LRA, these goals serve as the foundation of the overall recovery strategy. This strategy helps gain private-sector confidence and promotes renewed business investment. Often, the primary goal is job creation. Other examples are making redevelopment economically feasible, expanding the tax base, diversifying the local economy, maintaining a level of environmental quality, meeting affordable housing needs, or creating a redevelopment theme.

- **Objectives.** In setting the community's goals, these are but a few of the objectives that may be identified: civilian job replacement; public use of portions of the site; highest and best use of land and facilities; phased development to meet short-term goals but not preclude longer-term goals; expanded site access (roads, rail and water); quality appearance; compatibility with existing and planned off-site development; image change from military to civilian; and minimal public cost.
- **Identification of Needs.** Through its outreach efforts, the LRA solicits and considers the needs of State and local entities, including both public and private-sector interests (e.g., affected tribal governments, park boards, hospitals, development consortia, universities, and governmental units), as well as homeless providers. The needs of Federal agencies, as identified by the Military Department prior to the surplus determination, should also be recognized and provided for.
- **Local Strengths, Weaknesses, Opportunities, and Threats.** Considerable baseline data need to be developed to evaluate feasible reuse alternatives for the base and surrounding area. This analysis may lead the LRA beyond its original needs. Such an analysis may identify a new competitive element of the property, a new marketing approach to the installation's unique buildings, or other major assets.
- **Beyond the Known.** Potential public and private uses should be explored with imagination as far as economic feasibility permits. Types of uses include aviation, commerce, industry, education, health, recreation, incarceration, housing, and public administration. Facility surveys and market analysis will reveal which uses are possible. The LRA's responsibility is to follow through on opportunities that offer potential.
- **Consensus on a Concept.** The LRA should take into consideration the initial identified needs and the goals and objectives of the community. Often, this consensus serves as the basis for preliminary LRA consultations with the Military Department and other interested property users.

Feasibility Planning

- **Civilian Reuse.** A range of economically and environmentally feasible land-use alternatives should be developed and evaluated.

Commonly, this includes market studies and facility surveys to gauge an alternative's feasibility. If one of the major objectives is to minimize public costs, a balance of public benefit (no-cost) acquisition and private sector redevelopment is a wise pursuit.

Public or nonprofit uses of portions of the base for aviation, education, recreation, wildlife conservation, seaports, and health purposes (including homeless use) generally involve no cost. However, there will be public costs to redevelop and operate the facilities for public uses, with little or no tax revenues generated. Also, public benefit uses have "strings attached." They must continue to be used for these public purposes, constraining long-range development flexibility.

- **Balanced Plan.** An LRA must specifically consider the needs of the homeless as well as local community and economic development requirements. While the needs of the homeless may be addressed off-base as well as on, an LRA will need to document all homeless interests and the process leading up to their accommodation. The final redevelopment plan must demonstrate how it has balanced community and economic development needs with the needs of the homeless.

Operational Planning

- **Blueprint for Implementation.** Upon consensus on a redevelopment configuration, specific guidance is needed for implementing the plan. What will be the structure of any follow-on entity tasked with putting the installation into civilian use? Are there subsidies required for the effort and what will be the source? How will various uses be integrated and supported through delivery of public services? What are the schedules for site improvements? How will sources of funding be secured to finance economic development on the site? This is often termed the "action" component of the plan and becomes the basis for implementing the plan. When completed, the plan should represent that reuse configuration with the greatest comparative advantage for the community, maximizing benefits while minimizing costs.
- **Site-Specific Work.** Once the final redevelopment configuration is supported as the proposed action for the Military Department's NEPA analysis and incorporated into that Department's overall disposal plan for the facility, the LRA then can focus on the details

of site layout, parcelization, phased redevelopment, design controls, and property management considerations. Local comprehensive plans and zoning must also be updated and adapted to reflect the redevelopment plan. It is imperative that these actions occur as much in advance of the property's disposal as possible, particularly for those portions of the base that will be purchased by the private sector.

The complete redevelopment planning process is best illustrated as shown in Figure 4 (on page 29).

While the generic planning process is fairly straightforward, it can be time-consuming, subject to tremendous public scrutiny, and diverted for any number of reasons. It is the responsibility of the LRA to keep the planning process on track and to move the community dialogue toward a consensus.

Case Studies: Homeless Outreach

The planning process must include the identification of homeless needs and reflect a balance with local community and economic development needs. LRAs will need to establish linkages to local homeless providers as a catalyst for effective planning. The following case studies illustrate two effective community-based efforts.

Charleston Naval Base—At the request of the BEST Committee, a tri-county consortium of homeless providers was organized. The Task Force, representing over 75 local provider organizations, attempted to coordinate all homeless interests in the site under one planning process. Assistance and reuse follow-up is focused on transitional housing, a medical clinic, a service center, child-care facilities, a dining hall, warehousing, and job training sites. All of these uses were consistent with the efforts of, and fully supported by, the BEST Committee.

For further information contact Arthur Ravenel, Jr., (803) 747-0010.

Homestead AFB—Hurricane Andrew greatly exacerbated a housing supply problem that had historically plagued the area. South Dade's homeless population was estimated at 1,800 when the reuse plan was developed.

The reuse committee's subgroup on housing and the homeless teamed with Dade County's Homeless Trust to bring together areawide homeless providers to identify, negotiate, and lead public outreach. The Trust is a quasi-governmental group that was created in 1992 to oversee the county's homeless policies, as well as the moneys raised through a county meal and beverage tax that are given to homeless providers. Strong leadership from the Deputy Assistant Secretary of HUD, who was assigned to the area to coordinate the Federal response to the hurricane rebuilding, assisted the effort. The result: 75 acres were set aside for homeless use; mental health, substance abuse, vocational training transitional housing and other services will also be made available to the residents.

For further information contact Mayra S. Bustamante, (305) 876-7730.

Table 1 (on page 30) presents some salient guidelines.

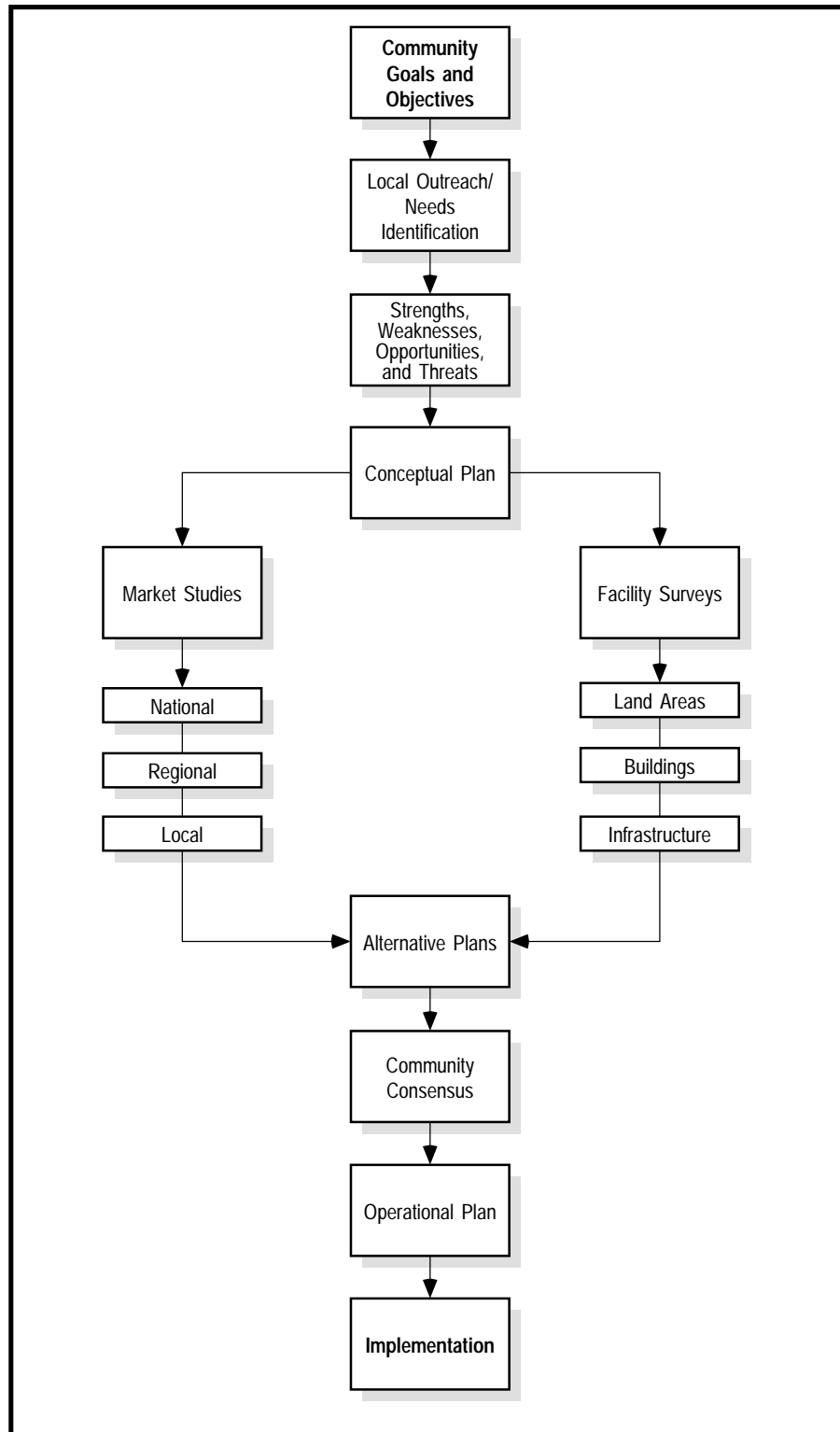


Figure 4. Redevelopment Planning Process Flow Chart

TABLE 1. TEN “DON’TS” IN BASE REUSE PLANNING

- | | |
|-----------|---|
| 1 | Don’t assume a new Federal or DoD mission will appear |
| 2 | Don’t predetermine land uses; allow a full and open process |
| 3 | Don’t seek public benefit uses exclusively; consider expanding tax rolls |
| 4 | Don’t focus on short-term acquisition |
| 5 | Don’t continue military characteristics; seek new image |
| 6 | Don’t permit conflicting land uses |
| 7 | Don’t “milk” the facility—provide for long-term maintenance |
| 8 | Don’t allow “special deals” |
| 9 | Don’t allow for salvaging unless it is part of a long-term plan |
| 10 | Don’t give or sell more property than required for a single reuse at the expense of long-term job development |

Resources

The planning task can be done by existing local planning staff or a collaboration of State and local entities involved in planning and economic development. Augmentation of staff resources may be required to enable the LRA to help existing staff. Additionally, consultants are often hired since the magnitude of the task is beyond normal capacities.

If your community has no program for economic redevelopment, the reuse process provides an opportunity to develop one that is community-based. Consultant teams can be helpful in identifying the needed capacities and designing an adequate mechanism. The LRA’s decision becomes one of matching needs with available resources and remedying any shortfalls.

The following tips may be of assistance in working with consultants:

- **Don’t seek services for which assistance is already available.** Considerable resources are available from the public sector through the Defense Economic Adjustment Program.
- **Be open.** The process of procuring consultant services must be under a fair and competitive process. This openness ensures an

efficient expenditure of tax dollars, but allows you to get the best firm for the job and is required by Federal and applicable State and local laws.

- **Retain community ownership.** Consultant services supplement the LRA decision-making process and should not drive or substitute for it. Decision making should continue to be the LRA's.
- **Continue hands-on management.** A tremendous amount of talent exists in consultant services; the LRA must manage it effectively. The contractual arrangement is between the LRA or its designee and the consultant, not with the Federal Government.
- **Ensure legal language is appropriate.** Most consultant contracts have standard provisions. The LRA should ensure such language is legally sufficient for its needs, including provisions required by State or local law. Where necessary, modifications should be made.
- **Check references.** Ideally, references should include specific clients or other LRAs for whom similar services were provided. Did the consultant perform the contracted tasks? Were there any problems?
- **Clearly define the scope of services and cost schedules as early as possible.** Prior to entering into an agreement, specify each service and its associated cost, including a schedule for deliverables. What are the responsibilities of the prime contractors? Are there any subcontractors? How will day-to-day management of the project be conducted? Have you retained a unilateral right to terminate contracts for convenience?

While there is no one model for a redevelopment plan, your LRA should work to ensure their plan addresses a number of issues:

- Sustainable reuse, supported by a business plan
- Overall redevelopment of the installation in a comprehensive and coordinated manner
- Proposed land use, including zoning
- Future tenants or property recipients, along with the intended acquisition method for achieving the reuse

- Public involvement in the process
- Sources of available funding and/or revenue
- A balance between identified homeless assistance needs and community and economic development needs
- Personal property necessary to support reuse
- Public comments throughout the planning process

Case Studies: Planning

Ft. Devens—Four local communities organized as the Joint Boards of Selectmen and applied Massachusetts Government Land Bank funds for additional staff, administrative expenses, and the production of a reuse plan. The plan was completed in June 1994 and has three major themes: innovative and technology-related businesses, rail and trade uses, and open space protection and recreation enhancement. It envisions an Innovation and Technology Center intended to serve as a catalyst for new development on large sites on the base by providing start-up and incubator space and by fostering connections to academic and research institutions in the area, and devotes more than one third of the land area to open space and recreation.

Additionally, the U.S. Army Reserve, a Federal Job Corps Training Center, special-needs housing and other facilities for homeless families and individuals, and the Federal Bureau of Prisons have all been included in the plan.

For further information contact Michael Hogan, (508) 772-6340.

England AFB—The England Authority finalized its redevelopment plan within one year, using OEA funds with State matching funds. The final plan balanced public and private uses, taking into account both initial uses and longer-term planned uses. Public uses include an airport, hospital, and schools, with as much private reuse (light industry) as possible. England's planning strategy was to reach a break-even point by 1996, based on a financial analysis for implementing a public airport conveyance of the entire installation in January 1995, including the transfer to England of the existing commercial airport.

For further information contact Jon Grafton, (318) 449-3504.

Case Studies: Planning (Continued)

Charleston Naval Base—In October 1993, the reuse committee selected a consultant team to prepare a base reuse plan for the naval complex within eight months. The effort included the preparation of the reuse/redevelopment plan and the establishment of a Business Development Center to assist workers in transforming existing shipyard shops and functions into viable private businesses. In May 1994, the Committee unanimously approved the Civic and Marine Reuse Plan with a focus on five major employment areas: a shipyard function, an industrial park, an office district, an intermodal cargo port district, and a rail-served marine industrial park. The plan also calls for a community park, a community support district providing facilities for the area's social service agencies (e.g., homeless providers), and public and recreational facilities for the city of North Charleston.

For further information contact Arthur Ravenel, Jr., (803) 747-0010.

Homestead AFB—Homestead's reuse plan was completed in 60 days using funds from OEA and Dade County. The plan consisted of three phases: Phase I—Conceptual; Phase II—Implementation; and Phase III—Business Development and Marketing Plan. The final plan comprised mostly public uses, including both Federal uses (Air Force Reserves, National Guard, U.S. Customs, and Job Corps) and county uses (aviation, education, homeless, and recreation). Development of the plan was aided by the involvement of the Federal Aviation Administration (FAA), Economic Development Administration, and HUD.

For further information contact Mayra S. Bustamante, (305) 876-7730.

NAS Chase Field—A base reuse plan was completed in December 1992 that proposed general aviation and industrial development in the aviation revenue-producing portions of the property. The FAA supported an airport master plan that was completed in July 1994.

For further information contact Brad Arvin, (512) 358-4641.

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Implementation

Working for a Sustainable Reuse

Highlights

This section describes the critical phase of base reuse: implementation. An LRA must carefully consider the near- and long-term prospects for users, the availability of funding for maintenance and improvements on the base, and the conveyance methods that will be used to turn the property over to its ultimate owners. Case studies include a complete case history of a successful base reuse.

For those most impacted by the closure action—workers, local businesses, property owners, and school administrators—planning and organization are important. However, the true test of a base reuse effort is how quickly the former military assets can be put back to productive economic use so that the area’s economy recovers. Frustration can quickly overtake the enthusiasm and ambition of the effort if the base reuse activity fails to meet local expectations or the community continues to be economically unstable.

When the community undertakes base reuse in accordance with the redevelopment plan, its actions are based on several months of community deliberations over reuse alternatives and are reflective of a local consensus for action. **It is supported through extensive consultations with the Military Department on the overall base reuse process.**

Each community tailors implementation to its local circumstances. The goal is to achieve sustained reuse or a point where activity on the former base stabilizes, yielding enough revenue to cover the community’s costs of reuse. For some, this may take a long time.

The Transformation

Generally, the Federal Government provides technical and financial resources to cover most of the community’s organizing and planning needs. What happens as the adjustment effort enters the implementation phase? How does a community shift from a dependence on Federal resources to reliance upon State, local, and private-sector resources?

The process of transformation should be at least partially prescribed in the redevelopment plan. Here are some questions commonly raised in this process:

- **Are there immediate prospects for the base?** In the course of the planning effort, potential tenants generally come forward who are ready to begin activity on unused or underutilized portions of the facility prior to a disposal decision being signed. The Military Department will work with the LRA to accommodate these interests. This is generally accomplished through interim leases to the LRA, which can sublease to the interested parties. Consultations are needed to determine the consistency of this use with the community's redevelopment plan. Is there other assistance the community might provide? Is there a group of prospects that might be accommodated if the community offered a lease arrangement?
- **Are there alternative funding sources to support a community presence in the implementation process?** On the average, base reuse may take up to 5 years to stabilize, and it may be even longer before a cash flow is established to offset operating expenses. Are there alternative sources of funding available? Is the State partnering with local efforts? The Federal Government will eventually phase out its organizational support. Organizations must become self-sufficient to survive.
- **Does the community want to acquire portions of the facility?** If so, the LRA should explore working with the Military Department to provide protection and maintenance services (or "caretaker" services) for the base. From the base's closure to disposal, the Military Department will be responsible for maintaining the property consistent with public health and safety. A community may contract with the Military Department to maintain the facility through a cooperative agreement. The arrangement provides the community with hands-on knowledge of the facility prior to its acquisition.
- **How will utilities be provided?** Regardless of whether there are prospects for interim leases or conveyances, the facilities need heat and electrical service. Are local utility franchises exploring the acquisition of existing systems? Is there any opportunity for the community to assume or participate in the provision of such services? The Military Department generally lacks funds to run utility systems after the base is officially closed. Likewise, the Military Department normally will not make improvements or upgrades to on-base utility systems. Early

transfer and provisions for improvements and upgrades should be explored.

- **Will there be public acquisitions of property?** In accordance with the redevelopment plan, are there any public-purpose conveyances being undertaken (for examples, see Table 2)? If so, have the applications been prepared? Are there any requirements for the applicant to have an organization or funding support? The Military Department and any sponsoring or approving Federal agency need to be notified of the community's plans.

TABLE 2. EXAMPLES OF PUBLIC-PURPOSE CONVEYANCES	
Public Airport <i>Air Cargo Facility</i> <i>Commercial Passenger Terminal</i> <i>Aviation Services</i>	Public Park/Recreation <i>Public Golf Course</i> <i>Athletic Facilities</i> <i>Nature Trail</i> <i>Park, Park Expansion, or Park Access</i>
Education <i>Primary and Secondary Schools</i> <i>Vocational-Technical School</i> <i>Community College</i> <i>State University Campus</i>	Historic Monument <i>Museum</i> <i>World War II Historic Park</i> <i>Other Parks of Historic Interest</i> <i>Hotel in Historic Building</i>
Public Health <i>Hospital/Infirmary</i> <i>Emergency Clinic</i> <i>Health and Nutrition Education</i> <i>Water or Sewer Utilities</i> <i>Sanitary Landfill</i>	Power Transmission Lines <i>Electric Lines and Easements</i> <i>Gas Lines and Easements</i>
Federal-Aid or Public Highways <i>Access Ramps to Interstates</i> <i>Widening of State Routes</i>	Correctional Facility <i>State Prison</i> <i>County Jail</i> <i>Corrections-related Activities</i>
Port Facility <i>Intermodal Transportation Facility</i> <i>Cargo Terminal</i>	Wildlife Conservation <i>State-sponsored Game Preserve</i> <i>State-sponsored Bird Sanctuary</i> <i>State-sponsored Wildlife Refuge</i> <i>State-sponsored Fishery</i>

The community's economic development capacities will be put to the ultimate test with implementation. In essence, the community is a master developer for the installation. As such, the community must be able to undertake marketing of the facility; structure and apply financial packages; phase and finance site improvements, including road, infrastructure (water and sewer), and utilities; and demolish buildings that are not needed for the community's redevelopment plan. Communities should work cooperatively with the private sector as necessary to ensure successful implementation of their redevelopment plan.

The Economic Development Conveyance (**EDC**) was created as a special tool in recognition of the community's role in the redevelopment of an installation. While it is intended as a disposal method to be utilized when jobs are being created and there are no other conveyance alternatives, some locales may find EDC fills a local economic development void.

An EDC should be considered when the community wants to obtain property for job-generating purposes, especially if it is unable to pay fair market value under a negotiated sale. The attractiveness of an EDC lies in the flexibility it provides communities to structure repayment terms that allow the community to function as a master developer. The redevelopment plan will provide the basis for determining whether an EDC will be pursued.

In the event that an EDC is pursued, the OEA-recognized LRA is the sole eligible applicant for the EDC conveyance. To be recognized as an LRA for an EDC, the designated LRA must demonstrate its authority to hold title and manage real property. Over the life of the reuse process, it is not uncommon for one entity to be formed or recognized as the LRA for reuse planning purposes and another entity to become the LRA for plan implementation purposes, including application for and receipt of title to property under an EDC.

Case Studies: Implementation

Ft. Devens—In January 1994, the Commonwealth of Massachusetts passed legislation that created the Devens Enterprise Commission. In order for certain provisions in the legislation to take effect, it was required that the towns of Ayer, Shirley, and Harvard approve the base reuse plan and supporting by-laws at separate town meetings. This was accomplished on December 7, 1994. The 12-member Commission is responsible for reviewing, approving, and permitting all future development at the site, and the Land Bank is responsible for acquisition, control, maintenance, and redevelopment. The act further provides for \$200 million in bonding capacity to carry out the redevelopment effort.

For further information contact Michael Hogan, (508) 772-6340.

England AFB—To date, 800 jobs have been created through 15 interim leases, with 5 more leases currently pending. The England Authority projects the eventual creation of jobs to replace all jobs lost to the closure. The public airport conveyance has provided the catalyst for reuse with the Economic Development Administration (EDA) supporting site improvements and the State of Louisiana providing most operating funds. OEA's assistance is being phased out over the next two years as the Authority begins full implementation of its plan. Additionally, the community has assumed caretaker responsibilities.

For further information contact Jon Grafton, (318) 449-3504.

Case Studies: Implementation (Continued)

Charleston Naval Base—In June 1994, the South Carolina House and Senate passed legislation creating the Charleston Naval Complex Redevelopment Authority to administer the reuse/redevelopment of the naval base. The authority has 12 appointed members: five from the city of North Charleston, one each from the city of Charleston, Berkeley County, Charleston County, and Dorchester County, one appointed by the House, one appointed by the Senate, and one appointed by the Governor to serve as initial Chairman. Total cost to the redevelopment authority is estimated at \$60 million to prepare the property for redevelopment and job creation consistent with the redevelopment plan. The cost of building renovations and site improvements (parking, lighting, landscaping, utilities) within development parcels was estimated at over \$200 million and would be undertaken by others.

Four Federal activities currently have commitments for reuse of property at the Naval Complex: the National Oceanic and Atmospheric Administration, the State Department, a Defense Finance and Accounting Service center, and the National Civilian Community Corps. Combined, they provide approximately 970 jobs.

For further information contact Arthur Ravenel, Jr., (803) 747-0010.

Homestead AFB—One of the most important factors in implementation was the return of the Air Force Reserves and the concomitant construction; in other areas of the installation, few facilities are available because of hurricane damage. OEA phased out its funding once the redevelopment plan was completed. The Dade County Aviation Department and the Beacon Council (a Dade County economic development organization) are currently marketing the base and the South Dade area; a local developer has been selected to act as the “master developer” for the base, with responsibility for financing, packaging, and marketing the base assets.

For further information contact Mayra S. Bustamante, (305) 876-7730.

NAS Chase Field—A significant part of the recovery was the selection of 285 acres by the Texas Department of Criminal Justice as the site for two 2,000-bed offender housing complexes and regional administrative headquarters. This action will create 1,200 new jobs on the property when fully operational. The current employment in manufacturing is approximately 150 and is estimated to be 400 in the near future. In order to cover some of the infrastructure costs for development of the prison and the airport/industrial area, EDA provided a grant with additional funding coming from State and local resources.

The Redevelopment Council sponsored the creation of a 501(c)(3) economic development corporation to purchase the former base housing located in the city limits, and to oversee the development activities at the air facilities. The community is currently awaiting the approval by FAA of the airport master plan and transfer of the property to the development corporation.

For further information contact Brad Arvin, (512) 358-4641.

Putting It All Together

There is life after base closure. This Guide provides some basic information on the importance of local organizing, planning, consensus building, and plan implementation. The Appendix lists many of the Federal, State, national, and community resources available to help your community plan for and achieve reuse. One community, Rantoul, Illinois, initially believed it would not soon recover from the closure of its base, yet it is an illustration of how the process is supposed to work. Their story is described in the following case study.

Case Study: Chanute Air Force Base, Rantoul, Illinois

Background—Chanute AFB was announced for closure by the Base Closure and Realignment Commission in the first round of closures in December 1988. The action meant the loss of 2,133 military personnel and 1,035 civilian jobs. Chanute AFB had been a part of the Village of Rantoul for 75 years and the closure was a severe blow. The Village is located 20 miles north of Champaign and had a population of 14,000 at the time of the closure. Since the base was comparable in size to the land area of the Village, the recovery effort was going to be a major undertaking.

Organization—Contact was made with OEA and immediate plans were made to secure Federal grants to help the community to organize and plan for civilian reuse of the base. An OEA organizational grant was approved and staff was hired. The Mayor moved to appoint up to 10 subcommittees to develop ideas for base reuse.

Planning—The Village then applied for a grant from OEA to undertake a base reuse plan for the land and buildings. The plan proposed general aviation, industrial development, education, and recreation reuse. The Village received a donation from the Philip Morris Corp., which owned a major plant in Champaign, to undertake a land-use plan for the integration of the base into the Village. The majority of the planning activities took place during 1990 and 1992 and were of significant support to the eventual growth of new development on the base.

In addition to significant support from the State of Illinois in the formative years, significant support was also provided by OEA for organization and planning, by the FAA for airport improvements and aviation-related studies, and by EDA for a revolving loan fund, roadway infrastructure development, and industrial marketing.

Implementation—The base was officially closed in September 1993. After the Air Force Disposal Record of Decision was issued, the Village moved quickly to fill many of the buildings they obtained with the 1,500 acres of property transferred for aviation use. A total of 50 tenants are providing nearly 1,000 new jobs in 1.3 million square feet of space, and generating \$1.2 million in annual revenue to the Rantoul Airport Development Center. The Village worked with the Air Force to dispose of 98 percent of the base property within the first year of closure, with the majority having been purchased by residents of Rantoul and Champaign County.

For further information contact Mayor Katy Podagrosi, (217) 893-1661.

- [Contents](#)
- [One: Roles in Base Reuse](#)
- [Two: Reuse Overview](#)
- [Three: Local Redevelopment Authorities](#)
- [Four: The Base Redevelopment Plan](#)
- Five: Implementation
- [Appendix](#)

Appendix

This Appendix includes addresses and phone numbers for several resources on base reuse. In the event you have difficulty reaching any resources due to an address or phone number change, please call the Office of Economic Adjustment at (703) 604-6020 for further assistance.

Section 1 Federal Resources

There are numerous Federal Resources available to assist the local reuse effort. The following provides an overview of the points of contact for each resource.

I. DEPARTMENT OF DEFENSE

For many communities, the first contacts on a base closure are with the Department of Defense. The Military Department should be contacted with questions on specific bases, including the closure and disposal process. Questions on LRAs and community action in response to a closure, including Federal technical and financial assistance, should be directed to the Office of Economic Adjustment. The Base Transition Office should be contacted for identifying a local Base Transition Coordinator and supplementing information as it is available from the Department.

AIR FORCE

Alan Olsen, Director
Air Force Base Conversion Agency
1700 N. Moore Street
Suite 2300
Arlington, VA 22209-2802
(703) 696-5501; fax 8844

ARMY

COL Dennis Cochrane
Chief, Army Base Realignment and
Closure Office
HQDA, ACSIM, DAIM-BO
600 Army Pentagon
Washington, DC 20310-0600
(703) 693-3500; fax 697-7440

NAVY

William M. Robinson, Jr.
Executive Director
Base Closure Office
Naval Facilities Engineering
Command
200 Stovall Street
Alexandria, VA 22332-2300
(703) 325-0480; fax 0136

OFFICE OF ECONOMIC ADJUSTMENT

Paul J. Dempsey, Director
Office of Economic Adjustment
Department of Defense
400 Army Navy Drive, Suite 200
Arlington, VA 22202
(703) 604-6020; fax 5843

BASE TRANSITION OFFICE

CAPT H. Michael Durgin, Director
Base Transition Office
Department of Defense
Room 2C426
The Pentagon
Washington, DC 20301-3300
(703) 697-5825; fax 5880

II. TRANSITION ASSISTANCE

These resources can be helpful as drawdowns of personnel and property begin following the approval date of closure.

Department of Defense**CIVILIAN PERSONNEL**

Ellen Tunstall
DoD Civilian Personnel and
Management Service
Chief, Civilian Assistance and Re-
Employment (CARE)
1400 Key Boulevard, 6th Floor
Rosslyn, VA 22209-5144
(703) 696-1797; fax 5416

**HOMEOWNERS' ASSISTANCE
PROGRAM**

John Downey
Headquarters
U.S. Army Corps of Engineers
ATTN: CERE-RP (Downey)
20 Massachusetts Avenue, NW
Washington, DC 20314
(202) 761-8987; fax 1035

**Department of
Education**

Catherine Shagh
Impact Aid Program
U.S. Department of Education
600 Independence Avenue, SW
Mail Stop 6244
Washington, DC 20202
(202) 260-3907; fax 205-0088

Department of Labor**RETRAINING AND
READJUSTMENT SERVICES FOR
DISLOCATED WORKERS****REGION I—BOSTON**

Robert J. Semler
Regional Administrator
U.S. Department of Labor/ETA
One Congress Street, 10th Floor
Boston, MA 02114-2021
(617) 565-3630; fax 2229

REGION II—NEW YORK

Albert L. Garizio
Acting Regional Administrator
U.S. Department of Labor/ETA
201 Varick Street, Room 755
New York, NY 10014
(212) 337-2139; fax 2144

REGION III—PHILADELPHIA

Edwin George Strong, Jr.
Regional Administrator
U.S. Department of Labor/ETA
P.O. Box 8796
3535 Market Street, Room 13300
Philadelphia, PA 19104
(215) 596-6336; fax 0329

REGION IV—ATLANTA

Toussaint L. Hayes
Acting Regional Administrator
U.S. Department of Labor/ETA
1371 Peachtree Street, NE, Room 400
Atlanta, GA 30367
(404) 347-4411; fax 3341

REGION V—CHICAGO

Joseph Juarez
Regional Administrator
U.S. Department of Labor/ETA
230 S. Dearborn Street, Room 638
Chicago, IL 60604
(312) 353-0313; fax 4474

REGION VI—DALLAS

Don Balcer
Regional Administrator
U.S. Department of Labor/ETA
Federal Building, Room 317
525 Griffin Street
Dallas, TX 75202
(214) 767-8263; fax 5113

REGION VII—KANSAS CITY

William H. Hood
Regional Administrator
U.S. Department of Labor/ETA
City Center Square
1100 Main Street, Suite 1050
Kansas City, MO 64105
(816) 426-3796; fax 2729

REGION VIII—DENVER

Luis Sepulveda
Regional Administrator
U.S. Department of Labor/ETA
1999 Broadway Street, Suite 1780
Denver, CO 80202-5716
(303) 391-5740; fax 5751

REGION IX—SAN FRANCISCO

Armando Quiroz
Acting Regional Administrator
U.S. Department of Labor/ETA
71 Stevenson Street, Room 830
San Francisco, CA 94105
(415) 744-6650; fax 6225

REGION X—SEATTLE

Bill Janes
Acting Regional Administrator
U.S. Department of Labor/ETA
1111 Third Avenue, Suite 900
Seattle, WA 98101-3212
(206) 553-7700; fax 0098

III. PUBLIC-PURPOSE CONVEYANCES

Public bodies can request conveyances of property for various public purposes (e.g., education, health, recreation, wildlife conservation, historic monument, public highway, public airport, ports, and non-Federal corrections facilities) through the Federal agency having program jurisdiction. The Federal agencies review proposals from local redevelopment authorities, States, localities, and eligible non-profit sponsors and determine whether they meet program requirements. Program requirements, terms of conveyance, and oversight regulations vary by agency. The following are the relevant contacts:

Airport Conveyances**FAA REGIONAL OFFICES****NEW ENGLAND**

Charles Waterman
12 New England Executive Park
P.O. Box 510
Burlington, MA 01803
(617) 273-7244

EASTERN REGION

Arlene B. Seldman
JFK International Airport
Fitzgerald Federal Building
Jamaica, NY 11430
(718) 553-1005

SOUTHERN REGION

Theodore R. Beckloff
P.O. Box 20636
Atlanta, GA 30320
(404) 305-5722

GREAT LAKES REGION

Jerry Franklyn
2300 E. Devon Street
Des Plaines, IL 60018
(708) 294-7000

CENTRAL REGION

James E. Haight
601 E. 12th Street
Kansas City, MO 64106
(816) 374-5626

SOUTHWEST REGION

Clyde M. DeHart, Jr.
4400 Blue Mound Road
Fort Worth, TX 76193
(817) 222-5001

NORTHWEST MOUNTAIN

Frederick M. Isaac
1601 Lind Avenue, SW
Renton, WA 98055
(206) 227-2610

WESTERN PACIFIC REGION

Peter Melia
FAA-AWP 613
P.O. Box 92007
Los Angeles, CA 90009
(310) 297-0660

Educational Conveyances

HEADQUARTERS

David B. Hakola
Director, Real Property Group
Office of Management
U.S. Department of Education
Room 2451—FOB#10B
600 Independence Avenue, SW
Washington, DC 20202-4553
(202) 401-0506

EASTERN AREA

(MN, all states east of the Mississippi River,
Puerto Rico, and the U.S. Virgin
Islands)
Peter A. Wiczorek
Director, Eastern Zone
Federal Real Property Assistance
Program
U.S. Department of Education
J.W. McCormack PO &
Courthouse—Room 536
Boston, MA 02109
(617) 223-9321

WESTERN AREA

(All states west of the Mississippi River
(except MN), AK, HI, American
Samoa, Guam and the Trust Territory
of the Pacific Islands)
Contact Mr. David B. Hakola at the
preceding Headquarters address.

Health Conveyances

Brian Rooney, Acting Director
Division of Health Facilities Planning
Public Health Service
Room 17A-10, Parklawn Building
5600 Fishers Lane
Rockville, MD 20857
(301) 443-2265; fax 0084

Homeless Review and Certification

Perry Vietti
Base Closure Community
Redevelopment and Homeless
Assistance Review
Office of Community Viability
U.S. Department of Housing and
Urban Development
451 7th Street, SW, Room 7218
Washington, DC 20410
(202) 708-1915; fax 3336

*It is recommended that
communities consult with the local
HUD field office in developing an
outreach program. This office will
direct you to the appropriate HUD
staff.*

Highway Conveyances

Marshall Schy
Federal Highway Administration
Chief, Policy Development Branch
Office of Rights of Way
U.S. Department of Transportation,
Room 3221
400 Seventh Street, SW
Washington, DC 20590
(202) 366-2035; fax 3780

Historic Monument Transfers

National Park Service
Preservation Assistance Division
(424)
P.O. Box 37127
Washington, DC 20013-7127
(202) 343-9578; fax 3803

ALASKA REGION

(AK)
National Park Service
Alaskan Regional Office
Division of Cultural Resources
2525 Gambell Street, Room 107
Anchorage, AK 99503
(907) 257-2543

ROCKY MOUNTAIN REGION

(CO, IL, IA, KS, MN, MO, MT, NE, NM,
ND, OK, SD, TX, UT, WI, WY)
National Park Service
Rocky Mountain Regional Office
Division of National Preservation
Programs
12795 West Alameda Parkway
Box 25287
Denver, CO 80255-0287
(303) 969-2875

MID-ATLANTIC REGION

(CT, DE, DC, IN, ME, MD, MA, MI, NH,
NJ, NY, OH, PA, RI, VT, VA, WV)
National Park Service
Mid-Atlantic Regional Office
National Register Programs Division
U.S. Customs House, Room 251
Second and Chestnut Streets
Philadelphia, PA 19106
(215) 597-5129

SOUTHEAST REGION

(AL, AR, FL, GA, KY, LA, MS, NC, SC,
TN, Puerto Rico, Virgin Islands)
National Park Service
National Register Program Division
Russell Building
75 Spring Street, SE
Atlanta, GA 30303
(404) 331-2632

WESTERN REGION

(AZ, CA, HI, ID, NV, OR, WA, American
Samoa, Guam, Northern Mariana
Islands)
National Park Service
Western Regional Office
Division of National Register
Programs
600 Harrison Street, Suite 600
San Francisco, CA 94107
(415) 744-3988

Park Land and Recreation Conveyances

NATIONAL OFFICE

Wendy E. Ormont
Manager, Federal Lands-to-Parks
Program
Recreation Resources Assistance
Division
National Park Service
P.O. Box 37127
Washington, DC 20013-7127
(202) 343-3759; fax 3682

NORTH ATLANTIC REGION

(CT, IL, IN, IO, KS, ME, MA, MI, MN,
MO, NE, NH, NY, NJ, ND, OH, RI,
SD, VT, WI)
John T. Kelly
Conservation Assistance Division
National Park Service
15 State Street
Boston, MA 02109
(617) 223-5190; fax 5172

SOUTHEAST REGIONAL OFFICE

(AL, AR, DE, FL, GA, LA, MD, KY, MS,
NC, OK, PA, SC, TN, TX, VA, WV,
Puerto Rico, Virgin Islands, and DC)
Bill Huie
Recreation Grants Division
Southeast Regional Office
National Park Service
75 Spring Street, SW, Room 220
Atlanta, GA 30303
(404) 331-2610; fax 730-3233

WESTERN REGION

(AK, AZ, CA, CO, HI, ID, MT, NV, NM,
OR, UT, WA, WY, and American
Samoa, Guam and the Northern
Mariana Islands)
Pete Sly
Planning, Grants and Environmental
Quality Division
National Park Service
600 Harrison Street, Suite 600
San Francisco, CA 94107
(415) 744-3972; fax 3932

Community Guide to Base Reuse

Port Conveyances

Bill Aird
Office of Ports and Domestic
Shipping
Maritime Administration
U.S. Department of Transportation
Room 7201
400 Seventh Street, SW
Washington, DC 20590
(202) 366-1901; fax 6988

Conservation Conveyances

Jeffrey M. Donahoe, Acting Chief
Division of Realty
U.S. Fish and Wildlife Service
622 ARLSQ
1849 C Street, NW
Washington, DC 20240
(703) 358-1713

Mike Spear
Regional Director, Region 1
U.S. Fish and Wildlife Service
911 NE 11th Avenue
Portland, OR 97232-4181
(503) 231-6118; fax 6259

Nancy Kaufman
Regional Director, Region 2
U.S. Fish and Wildlife Service
P.O. Box 1306
Albuquerque, NM 87103
(505) 766-2321; fax 2289

William F. Hartwig
Regional Director, Region 3
U.S. Fish and Wildlife Service
One Federal Drive
Fort Snelling, MN 55111-4056
(612) 725-3563; fax 3501

Noreen K. Clough
Regional Director, Region 4
U.S. Fish and Wildlife Service
1875 Century Boulevard
Atlanta, GA 30345
(404) 679-4000; fax 4006

Ron Lamertson
Regional Director, Region 5
U.S. Fish and Wildlife Service
300 Westgate Center Drive
Hadley, MA 01035-9589
(413) 253-8200; fax 8400

Ralph O. Morgenweck
Regional Director, Region 6
U.S. Fish and Wildlife Service
P.O. Box 25486
Denver Federal Building
Denver, CO 80225
(303) 236-7920; fax 8295

David B. Allen
Regional Director, Region 7
U.S. Fish and Wildlife Service
1011 East Tudor Road
Anchorage, AK 99503
(907) 786-3542; fax 3306

Prison Conveyances

David Dorworth
Acting Chief, Site Selection and
Environmental Review
Bureau of Prisons
320 First Street, NW
Washington, DC 20534
(202) 514-6470; fax 616-6024

IV. OTHER PROPERTY DISPOSAL CONTACTS

American Indians and Alaskan Natives

Faith Roessel
Special Assistant
Office of the Secretary
Department of the Interior
1849 C Street, NW
Mail Stop 5100
Washington, DC 20240
(202) 208-6254; fax 7508

Economic Development Conveyances

Robert Hertzfeld
Special Assistant for Base Reuse
Office of Assistant Secretary of
Defense for Economic Security
3300 Defense Pentagon
Washington, DC 20301-3300
(703) 695-1470

V. ENVIRONMENTAL CONTACTS

Appendix

DEPARTMENT OF DEFENSE

Jackie Parrish
Office of the Assistant Deputy Under
Secretary of Defense for
Environmental Security/Cleanup
3400 Defense Pentagon
Washington, DC 20301-3400
(703) 697-7475; fax 695-4981

AIR FORCE

Terry Yonkers
AFBCA/EV
1700 N. Moore Street
Suite 2300
Arlington, VA 22209-2802
(703) 696-5534; fax 8833

ARMY

LTCOL Paul E. Wojciechowski
Acting Chief
Base Closure Division
U.S. Army Environmental Center
Attn: SFIM-AEC-BC
Aberdeen, MD 21010-5401
(410) 671-3461; fax 1635

NAVY

William A. Quade
Director, Environmental Program
Directorate
Naval Facilities Engineering
Command
200 Stovall Street
Alexandria, VA 22332
(703) 325-0295

ENVIRONMENTAL PROTECTION

AGENCY

Bob Carr
Base Closure Team Leader
FFRRO
401 M Street, SW, Mail Code 5101
Washington, DC 20460
(202) 260-2035; fax 5646

VI. SITE IMPROVEMENTS / BUSINESS DEVELOPMENT / PROJECT PLANNING AND IMPLEMENTATION

U.S. Department of Commerce

OFFICE OF ECONOMIC CONVERSION INFORMATION (OECI)

A joint venture of the Department of
Defense (OEA) and the Department of
Commerce (EDA). OECI is a
clearinghouse of information needed to
anticipate, plan for, and respond to
defense downsizing. Access:
Phone: (800) 345-1222 or
(202) 482-3901
TDD: (202) 501-0868

Modem: (800) 352-2949 or
(202) 377-2848

Internet:
<http://ecix.doc.gov/ecix/ecixhomepage.html>

ECONOMIC DEVELOPMENT ADMINISTRATION

(Planning and implementation assistance,
infrastructure, revolving loan funds,
incubators, etc.)

EDA HEADQUARTERS

David Witschi
Director, Economic Adjustment
Economic Development
Administration
U.S. Department of Commerce
Room 7327
14th and Constitution Avenue, NW
Washington, DC 20230
(202) 482-2659; fax 3742

EDA REGIONAL OFFICES

Atlanta Region
Regional Director
Atlanta Regional Office
Economic Development
Administration
401 West Peachtree Street, NW, Suite
1820
Atlanta, GA 30308-3510
(404) 730-3002; fax 3025

Austin Region

Sharon T. Frerking
Acting Regional Director
Austin Regional Office
Economic Development
Administration
903 San Jacinto Boulevard, Suite 121
Austin, TX 78701-2450
(512) 482-5461; fax 5613

Chicago Region

C. Robert Sawyer
Acting Regional Director
Chicago Regional Office
Economic Development
Administration
111 North Canal Street, Suite 855
Chicago, IL 60606-7204
(312) 353-7706; fax 8575

Denver Region

John Woodward, Regional Director
Denver Regional Office
Economic Development
Administration
1244 Speer Boulevard, Room 670
Denver, CO 80204
(303) 844-4714; fax 3968

Philadelphia Region

John E. Corrigan, Regional Director
Philadelphia Regional Office
Economic Development
Administration
Curtis Center
Independence Square West, Suite 140
Philadelphia, PA 19106
(215) 597-4603; fax 6669

Seattle Region

Len Smith, Regional Director
Seattle Regional Office
Economic Development
Administration
Jackson Federal Building, Room 1856
915 Second Avenue
Seattle, WA 98174
(206) 220-7660; fax 7669

Department of Housing and Urban Development

NON-ENTITLEMENT AREA PLANNING GRANTS

James Selvaggi
Deputy Director
Office of Community Viability
U.S. Department of Housing and
Urban Development
451 7th Street, SW, Room 7216
Washington, DC 20410
(202) 708-2186; fax 3363

SMALL BUSINESS ADMINISTRATION

BUSINESS DEVELOPMENT

Through the Regional Offices, tap into
the Service Corps for Retired Executives
(SCORE), Small Business Development
Centers; Business Information Centers,
and SBA Financing Tools including
Guaranteed Business Loan Program,
Greenline (revolving line of credit), Low
Doc, Microloans, 504 Loans, Export
Revolving Line of Credit, and Women's
Pre-qualification Program.

TECHNOLOGY TRANSFER PROGRAM

Office of Veterans Affairs
(202) 205-6773

ON-LINE NATIONAL BULLETIN BOARD

(900) 463-4636

GENERAL QUESTIONS

SBA Answer Desk: (800) 827-5722

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SBA HEADQUARTERS

Patricia R. Forbes
Acting Associate Deputy
Administrator for Economic
Development
U.S. Small Business Administration
409 3rd Street, SW, Suite 8200
Washington, DC 20416
(202) 205-6657; fax 7230

SBA REGIONAL OFFICES

Region I

Patrick K. McGowan
Regional Administrator
U.S. Small Business Administration
155 Federal Street, 9th Floor
Boston, MA 02110
(617) 451-2030; fax 424-5485

Region II

Thomas M. Bettridge
Regional Administrator
U.S. Small Business Administration
26 Federal Plaza, Room 3108
New York, NY 10278
(212) 264-1450; fax 0038

Region III

Susan McCann
Regional Administrator
U.S. Small Business Administration
475 Allendale Road, Suite 201
King of Prussia, PA 19406
(610) 962-3700; fax 3743

Region IV

Billy Max Paul
Regional Administrator
U.S. Small Business Administration
1375 Peachtree Street, NE
Fifth Floor
Atlanta, GA 30367-8102
(404) 347-4999; fax 2355

Region V

Peter W. Barca
Regional Administrator
U.S. Small Business Administration
300 S. Riverside Plaza
Suite 1975 S
Chicago, IL 60606-6617
(312) 353-0357; fax 3426

Region VI

James Breedlove
Regional Administrator
U.S. Small Business Administration
8625 King George Drive, Building C
Dallas, TX 75235-3391
(214) 767-7633; fax 7870

Region VII

Bruce W. Kent
Regional Administrator
U.S. Small Business Administration
323 West Eighth Street, Suite 307
Kansas City, MO 64105
(816) 374-6380; fax 6339

Region VIII

Thomas J. Redder
Regional Administrator
U.S. Small Business Administration
633-17th Street, 7th Floor
Denver, CO 80202-2447
(303) 294-7021; fax 7153

Region IX

Viola Canales
Regional Administrator
U.S. Small Business Administration
71 Stevenson Street, 20th Floor
San Francisco, CA 94105-2939
(415) 744-6404; fax 6671

Region X

Gretchen Sorensen
Regional Administrator
U.S. Small Business Administration
2615 Fourth Avenue, Room 440
Seattle, WA 98121
(206) 553-5676; fax 4155

Advisory Council on Historic Preservation

Valerie DeCarlo (Army installations
and DoD), extension 224
Druscilla Null (Air Force and Navy
installations), extension 225
Advisory Council on Historic
Preservation
1100 Pennsylvania Ave, NW, #809
Washington, DC 20004
(202) 606-8505

For installations in the Western U.S.,
contact:
Advisory Council on Historic
Preservation
Western Office of Review
703 Simms Street, Room 401
Golden, CO 80401
(303) 231-5320; fax 5325

Appendix

Section 2 State Resources

This section generally identifies two resources for each State. Offices that may be contacted on general matters related to the closure action are listed under the “Defense” heading. Offices responsible for assisting dislocated workers are listed under the “Dislocated Worker Unit” heading.

ALABAMA

DEFENSE

David S. Barley, Jr.
Director
Planning and Economic Development
Division
Department of Economic Affairs
401 Adams Avenue, Suite 580
P.O. Box 5690
Montgomery, AL 36103-5690
(205) 242-5100

DISLOCATED WORKER UNIT

Donna Barham
Supervisor
Rapid Response
Job Training Division
Alabama Department of Economic
and Community Affairs
401 Adams Avenue
P.O. Box 5690
Montgomery, AL 36103-5690
(205) 242-5415

ALASKA

DEFENSE

Kurt Parkin
Special Assistant to the Governor
P.O. Box 110001
Juneau, AK 99811-0001
(907) 465-3500

DISLOCATED WORKER UNIT

Carolyn Tuovinen
Coordinator
Dislocated Worker Unit
Division of Commerce Rural
Development
Department of Commerce and
Regulatory Affairs
333 West 4th Avenue, Suite 220
Anchorage, AK 99501-2341
(907) 269-4658

ARIZONA

DEFENSE

John Kelly
Policy Advisor
Office of the Governor
700 W. Washington Street
Phoenix, AZ 85007
(602) 542-2218

DISLOCATED WORKER UNIT

Tommy Landa
DWU Coordinator
JTPA
1789 West Jefferson
Site Code 9202
Phoenix, AZ 85997
(602) 542-2484

ARKANSAS

DEFENSE

Jane English
Senior Project Manager
Industrial Development
1 State Capitol Mall
Little Rock, AR 72201
(501) 682-2563

DISLOCATED WORKER UNIT

William D. Gaddy
Administrator
Arkansas Employment Security
Division
Two Capitol Mall
P.O. Box 2981
Little Rock, AR 72203
(501) 682-3182

CALIFORNIA

DEFENSE

Ben Williams
Deputy Director for Administrative
Services
Office of Planning and Research
Office of the Governor
1400 10th St., Room 156
Sacramento, CA 95814
(916) 322-3170

DISLOCATED WORKER UNIT

Roger Schmitt
EDWAA Coordinator
Job Training Division, MIC 69
Employment Development Dept
P.O. Box 826880
Sacramento, CA 94280-0001
(916) 324-0655

COLORADO

DEFENSE

Irene Kornelly
Director
Defense Conversion Initiative
Office of Business Development
1625 Broadway, Suite 1710
Denver, CO 80202
(303) 892-3840

DISLOCATED WORKER UNIT

Dick Rautio
Planner, DWU
Governor's Job Training Office
720 South Colorado Boulevard
Suite 550
Denver, CO 80222
(303) 758-5020

CONNECTICUT

DEFENSE

Betsy Hunt
Defense Program Manager
State of Connecticut
Department of Economic
Development
Business and Reg. Services Division
865 Brook Street
Rocky Hill, CT 06067
(203) 258-4251

DISLOCATED WORKER UNIT

Kathleen Wimer
Title III Coordinator
State Department of Labor
200 Folly Brook Boulevard
Wethersfield, CT 06109
(203) 566-7550

DELAWARE

DEFENSE

Larry Windley
Delaware Development Office
99 Kingshighway
Dover, DE 19903
(302) 739-4271

DISLOCATED WORKER UNIT

Alice Mitchell
Technical Service Manager
Delaware Department of Labor
Division of Employment and Training
University Plaza
P.O. Box 9499
Newark, DE 19714
(302) 368-6913

FLORIDA

DEFENSE

Tom Herndon
PL05 The Capitol
Office of the Governor
Defense Transition Services
Tallahassee, FL 32399
(904) 488-5603

DISLOCATED WORKER UNIT

Arnell Bryant-Willis
Chief
Bureau of Job Training
Division of Labor, Employment and
Training
1320 Executive Center Drive
Atkins Building—Room 211
Tallahassee, FL 32399-0667
(904) 488-9250

GEORGIA

DEFENSE

Mac Holliday
Governor's Development Council
233 Peachtree Street
Atlanta, GA 30303
(404) 880-7242

DISLOCATED WORKER UNIT

Robert Davis
Title III Coordinator
Georgia Department of Labor
Sussex Place
148 International Blvd. NE
Atlanta, GA 30303
(404) 656-6336

HAWAII

DEFENSE

Dr. Greg Pai
Director, Office of State Planning
Office of the Governor
250 S. Hotel Street
Honolulu, HI 96811-3540
(808) 587-2843

DISLOCATED WORKER UNIT

Dr. Robert Watada
Administrator
Office of Employment and Training
Administration
Dept. of Labor and Industrial
Relations
830 Punchbowl Street, Rm. 316
Honolulu, HI 96813
(808) 586-9067

IDAHO

DEFENSE

Karl Tueller
Deputy Director
Department of Commerce
700 West State Street
P.O. Box 83720
Boise, ID 83720-0093
(208) 334-2631

DISLOCATED WORKER UNIT

Cheryl Brush
Bureau Chief
Planning, Employment and Training
Programs
Department of Employment
317 Main Street
Boise, ID 83735-0001
(208) 334-6303

ILLINOIS

DEFENSE

Mary Renner
Department of Commerce and
Community Affairs
620 E. Adams Street
Springfield, IL 62701
(217) 785-6097

DISLOCATED WORKER UNIT

Herbert Dennis
Manager
Job Training Division
Department of Commerce and
Community Affairs
620 East Adams Street
Springfield, IL 62701
(217) 785-6006

INDIANA

DEFENSE

Glen Lawrence
Executive Director
Governor's Military Base Use
Coordinating Commission
402 West Washington Street
Room W479
Indianapolis, IN 46204
(317) 233-4271

DISLOCATED WORKER UNIT

Tom Heeter
EDWAA Coordinator
Indiana Department of Employment
and Training
Program Operations Division
10 North Senate Street
Indianapolis, IN 46204
(317) 232-7461

IOWA

DEFENSE

Daniel Dittmore
Iowa Wallace Technology Transfer
Foundation
200 E. Grand, Suite 130
Des Moines, IA 50309
(515) 243-1487

DISLOCATED WORKER UNIT

Jeff Nall
Administrator
Division of Workforce Development
Iowa Department of Economic
Development
Des Moines, IA 50309
(515) 281-9013

KANSAS

DEFENSE

Steve Kelly
Kansas Business and Economic
Development Financing
700 SW Harrison St., Suite 1300
Topeka, KS 66612
(913) 296-3157

DISLOCATED WORKER UNIT

Jim Richardson
EDWAA Director
Department of Human Resources
Division of Employment and Training
401 SW Topeka Boulevard
Topeka, KS 66603
(913) 296-5060

KENTUCKY

DEFENSE

Fred Trautman
Public Information Director
Cabinet for Economic Development
500 Mero Street
Capitol Plaza Tower
Frankfurt, KY 40601
(502) 564-7670; fax 7697

DISLOCATED WORKER UNIT

Kathy McDonald
Title III Section Supervisor
Division of Field Services
2275 East Main, 2-West
Frankfort, KY 40621
(502) 564-7015

LOUISIANA

DEFENSE

Randy Rogers
Director of Marketing
Department of Economic
Development
101 France St.
Baton Rouge, LA 70804-9185
(504) 342-5372

DISLOCATED WORKER UNIT

Dale Miller
Assistant Director
Louisiana Department of Labor
Federal Training Program
P.O. Box 94094
Baton Rouge, LA 70809-9094
(504) 342-7637

MAINE

DEFENSE

Thomas D. McBrierty, Commissioner
Department of Economic and
Commerce Development
State of Maine
State House Station #59
Augusta, ME 04333
(207) 287-2656

DISLOCATED WORKER UNIT

Michael Bourret, Director
Workforce Development
Maine Department of Labor
Bureau of Workforce Investment
Programs
State House Station #55
Augusta, ME 04333
(207) 624-6390; fax 6499

MARYLAND

DEFENSE

Marsha R.B. Schachtel
Director
Federal Facilities and Technology
Department of Business and
Economic Development
217 East Redwood St., 23rd Floor
Baltimore, MD 21202
(410) 333-6990

DISLOCATED WORKER UNIT

Ron Winsor
Office of Employment Training
Department of Economic and
Employee Development
1100 North Eutaw Street
Room 2109
Baltimore, MD 21201
(410) 333-5149

MASSACHUSETTS

DEFENSE

Michael Hogan
Executive Director
Massachusetts Government Land
Bank
One Court Street
Boston, MA 02108
(508) 727-3206

DISLOCATED WORKER UNIT

Suzanne Teegarden
Director
Industrial Services Program
100 Cambridge Street, Room 1302
Boston, MA 02202
(617) 727-8158

MICHIGAN

DEFENSE

Jim Storey
Defense Conversion Coordinator
Department of Commerce
P.O. Box 30004
Lansing, MI 48909
(517) 373-9851; fax 2129

DISLOCATED WORKER UNIT

William Castanier
Dislocated Worker Unit
Michigan Jobs Commission
201 N. Washington Square
Lansing, MI 48913
(517) 335-6965

MINNESOTA

DEFENSE

Todd Johnson
Minnesota Planning
658 Cedar Street, #300
St. Paul, MN 55155-1603
(612) 296-3985

DISLOCATED WORKER UNIT

Edward Retka
Program Coordinator
State Dislocated Worker Unit
Minnesota Department of Jobs and
Training
390 North Robert Street
First Floor
St. Paul, MN 55101
(612) 296-7918

MISSISSIPPI

DEFENSE

COL Florian H. Yoste III, (Ret.)
Governor's Office
Economic and Commercial
Development
P.O. Box 849
Jackson, MS 39205
(601) 359-5521; fax 3605

DISLOCATED WORKER UNIT

Jean Denson
Director
Employment Training Division
Mississippi Department of Economic
and Commercial Development
301 West Pearl Street
Jackson, MS 39203-3089
(601) 949-2234

MISSOURI

DEFENSE

Garry Taylor
Director, Community and Economic
Development
Department of Economic
Development
P.O. Box 118
Jefferson City, MO 65102
(314) 751-2133

DISLOCATED WORKER UNIT

Larry Earley
Director
Division of Job Development and
Training
Department of Economic
Development
221 Metro Drive
Jefferson City, MO 65109
(314) 751-7796

MONTANA

DEFENSE

Tim Ryan
Executive Director
High Plains Development Authority
P.O. Box 2568
Great Falls, MT 59403
(406) 454-1934

DISLOCATED WORKER UNIT

Ingrid Danielson
DWU Supervisor
State Job Training Bureau
Montana Department of Labor and
Industry
P.O. Box 1728
Helena, MT 59624
(406) 444-4500

NEBRASKA

Steve Duvall
Administrative Assistant
Business Assistance Division
P.O. Box 94666
Lincoln, NE 68509-4666
(402) 471-3742

DISLOCATED WORKER UNIT

Edward Kosark
Nebraska Department of Labor
Job Training Program Division
550 South 16th Street
Lincoln, NE 68509
(402) 471-9903

NEVADA

DEFENSE

Ray Horner
Procurement Outreach Program
Nevada Commission on Economic
Development
5151 South Carson
Carson City, NV 89710
(702) 687-4325

DISLOCATED WORKER UNIT

Jan Pirozzi
DWU, State Job Training Office
Capitol Complex
400 West King Street
Suite 108
Carson City, NV 89710
(702) 687-4310

NEW HAMPSHIRE

DEFENSE

Same as dislocated worker unit

DISLOCATED WORKER UNIT

Robert Stephen
Director, Workforce Development
New Hampshire Job Training
Coordinating Council
64-B Old Suncock Road
Concord, NH 03301
(603) 228-0381

NEW JERSEY

DEFENSE

Jane Kenny
Office of Policy and Planning
Office of the Governor
State House
Trenton, NJ 08625
(609) 777-2202

DISLOCATED WORKER UNIT

Thomas Drabik
Director
Rapid Response Team
Labor Management Committee
New Jersey Department of Labor
CN-058
Trenton, NJ 08625-0058
(800) 343-3919

NEW MEXICO

DEFENSE

Roberto Rios
Director, Economic Development
Economic Development Department
Joseph Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87503
(505) 827-0270

DISLOCATED WORKER UNIT

Kent James
DWU Supervisor
New Mexico Department of Labor
Job Training Division
1596 Pacheco Street
P.O. Box 4218
Santa Fe, NM 87502
(505) 827-6818

NEW YORK

DEFENSE

Raymond Gillen
New York Department of Economic
Development
One Commerce Plaza
Albany, NY 12245
(518) 474-7756

DISLOCATED WORKER UNIT

Pahl H. Gunn
DWU Director
New York Department of Labor
State Office Campus—Building 12
Albany, NY 12230
(518) 457-3101

NORTH CAROLINA

DEFENSE

Will Hearn
Assistant Director
Client Services
430 N. Salisbury Street
Raleigh, NC 27603
(919) 733-4151

DISLOCATED WORKER UNIT

Joel C. New
Director
Division of Employment and Training
North Carolina Department of
Commerce
111 Seaboard Ave
Raleigh, NC 27604
(919) 733-6383

NORTH DAKOTA

DEFENSE

John Van Middlesworth
Deputy Director (Finance)
Department of Economic
Development
1833 E. Bismarck Expressway
Bismarck, ND 58504
(701) 328-5300

DISLOCATED WORKER UNIT

James Hirsch, Director
Job Training Division
Job Service North Dakota
1000 E. Divide Ave.
P.O. Box 5507
Bismarck, ND 58502-5507
(701) 224-2843

OHIO

DEFENSE

Jay Tieber
Defense Conversion Coordinator
Ohio Department of Development
77 High Street
P.O. Box 1001
Columbus, OH 43266-0101
(614) 466-3887

DISLOCATED WORKER UNIT

James Turner
DWU Supervisor
Ohio Bureau of Employment Services
145 South Front Street
P.O. Box 1618
Columbus, OH 43215
(614) 466-3817

OKLAHOMA

DEFENSE

David Wantland
Economic Development Specialist
Business Development
P.O. Box 26980
Oklahoma City, OK 73126-0980
(405) 841-5151; fax 5142

DISLOCATED WORKER UNIT

Joe Glenn
Chief, DWU Unit
Oklahoma Employment Security
Commission
Will Rogers Building
Room 408
2401 North Lincoln Blvd.
Oklahoma City, OK 73105
(405) 557-7294

OREGON

DEFENSE

Mary Russell
Policy Analyst
Department of Commerce
775 Summer Street NE
Salem, OR 97310
(503) 986-0099; fax 5115

DISLOCATED WORKER UNIT

Patricia Grose
DWU Coordinator
Dept. of Economic Development
255 Capitol Street, NE
3rd Floor
Salem, OR 97310
(503) 373-1995

PENNSYLVANIA

DEFENSE

Emily White
Deputy Secretary, Program
Operations
Pennsylvania Department of
Commerce
433 Forum Building
Harrisburg, PA 17120
(717) 783-5053; fax 787-6866

DISLOCATED WORKER UNIT

John Bogel
DWU Director
Labor and Industry Building
Room 1112E
7th and Forester Streets
Harrisburg, PA 17120
(717) 787-9282

RHODE ISLAND

DEFENSE

Michael Walker
Program Manager
Office of Defense Economic
Development
35 Belver Avenue North
Kingstown, RI 02852
(401) 277-3134

DISLOCATED WORKER UNIT

Robert Gray
EDWAA Coordinator
Department of Employment and
Training
109 Main Street
Pawtucket, RI 02860
(401) 277-3450

SOUTH CAROLINA

DEFENSE

Chappy McKay and Victor M.
Robertson, Jr.
South Carolina Community
Diversification Initiative
Department of Commerce
P.O. Box 927
Columbia, SC 29202
(803) 737-0400

DISLOCATED WORKER UNIT

Maxwell F. Parrott, Jr.
Program Coordinator
Manpower Training Unit
P.O. Box 995
Columbia, SC 29202
(803) 737-2588

SOUTH DAKOTA

DEFENSE

Paul Knecht
Acting Commissioner
Department of Economic
Development
711 East Wells Avenue
Pierre, SD 57501-3369
(605) 773-5032; fax 3256

DISLOCATED WORKER UNIT

Lloyd Schipper
JTPA Administrator
Department of Labor
Kneip Building
700 Governors Drive
Pierre, SD 57501
(605) 773-5017

TENNESSEE

DEFENSE

Jimmy Johnson
Tennessee Office of Technology
Commercialization
320 6th Avenue, 8th Floor
Nashville, TN 32743-0405
(615) 741-2994

DISLOCATED WORKER UNIT

Louis Stone
DWU Manager
Department of Labor
Gateway Plaza
710 James Robertson Parkway
4th Floor
Nashville, TN 37243
(615) 741-1031

TEXAS

DEFENSE

Peter Inman
Acting Director
Office of Defense Transition Services
Texas Department of Commerce
1700 North Congress, Suite 130
P.O. Box 12728
Austin, TX 78711
(512) 936-0105; fax 0193

DISLOCATED WORKER UNIT

Ivette Perez
DWU Manager
Work Force Development Division
Texas Department of Commerce
P.O. Box 12728 Capitol Station
Austin, TX 78711-2728
(512) 320-9834

UTAH

DEFENSE

Rick Mayfield
Division Director
Business and Economic Development
324 South State Street
Salt Lake City, UT 84114
(801) 538-8820; fax 8889

DISLOCATED WORKER UNIT

Gary Gardner
DWA Supervisor
Office of Job Training for Economic
Development
324 South State Street, Suite 500
Salt Lake City, UT 84114-7162
(801) 538-8757

VERMONT

DEFENSE

Tasha Wallace
Vermont Governor's Office
5 Green Mountain Drive
Montpelier, VT 05602
(802) 828-3333

DISLOCATED WORKER UNIT

Andrea Tomasi
DWU Coordinator
Dept of Employment and Training
P.O. Box 488
Montpelier, VT 05602
(802) 828-4177

VIRGINIA

DEFENSE

Robert J. Stolle
Director
Base Retention and Defense
Adjustment
202 N. 9th Street, Suite 723
Richmond, VA 23219
(804) 692-0076

DISLOCATED WORKER UNIT

James Cocke
Employment Security Supervisor
Virginia Employment Commission
P.O. Box 1358
Richmond, VA 23211
(804) 786-4832

WASHINGTON

DEFENSE

Paul Knox
Washington State Community
Diversification Program
906 Columbia Street, SW
P.O. Office Box 48300
Olympia, WA 98507-8300
(206) 586-8973

DISLOCATED WORKER UNIT

Larry Malo
Assistant Commissioner
Employment and Training Division
605 Woodland Square Loop, SE
MS-6000
P.O. Office Box 9046
Olympia, WA 98507-9046
(206) 438-4611

WEST VIRGINIA

DEFENSE

John Smolak
Interim Director
Business and Industrial Development
Building 6—Room 504
State Capitol Complex
Charleston, WV 25305-0311
(304) 558-2234; fax 0449

DISLOCATED WORKER UNIT

Sherron Higginbotham
Manager
Administered Programs and DWU
Job Training Programs Division
112 California Avenue
Charleston, WV 25305-0112
(304) 558-1500

WISCONSIN

DEFENSE

Ms. Louie Rech
Coordinator, Technical Development
P.O. Box 7970
Madison, WI 53707

DISLOCATED WORKER UNIT

Dan Bond
Supervisor
Worker Retraining and Employer
Services Section
Department of Labor, Industry and
Human Relations
201 E. Washington Avenue
P.O. Box 7972
Madison, WI 53707
(608) 266-0745

WYOMING

DEFENSE

George Gault, Division Director
Economic and Community
Development
Barrett Building—4th Floor
2301 Central Avenue
Cheyenne, WY 82002
(307) 777-7284; fax 5840

DISLOCATED WORKER UNIT

Matthew K. Johnson
Administrator
Job Training Program
Department of Employment
100 West Midwest
P.O. Office Box 2760
Casper, WY 82602
(307) 235-3601

Appendix

Section 3 National Resources

There are also national organizations with expertise available to assist your local reuse effort.

CENTER FOR DEFENSE INFORMATION

1500 Massachusetts Avenue, NW
Suite 124
Washington, DC 20005
(202) 862-0700

CENTER FOR ECONOMIC CONVERSION

222 View Street, Suite C
Mountain View, CA 94041-1344
(415) 968-8798

CENTER FOR POLICY ALTERNATIVES

1875 Connecticut Avenue, NW
Suite 710
Washington, DC 20009
(202) 387-6030

DEFENSE BUDGET PROJECT

777 North Capitol Street, NW
Suite 710
Washington, DC 20002
(202) 408-1517

FEDERATION FOR INDUSTRIAL RETENTION AND RENEWAL

3411 West Diversey Avenue
Suite 10
Chicago, IL 60647
(312) 252-7676

HUMAN RESOURCES

DEVELOPMENT INSTITUTE

AFL-CIO Headquarters Building
815 16th Street, NW
Washington, DC 20006
(202) 637-5189

INTERAGENCY COUNCIL ON THE HOMELESS

451 7th Street, SW, Room 7274
Washington, DC 20410-000/XJ
(202) 708-1480

INTERNATIONAL CITY AND COUNTY MANAGEMENT ASSOCIATION

777 N. Capitol Street, NE
Suite 500
Washington, DC 20002
(202) 289-4262

NATIONAL ASSOCIATION OF ATTORNEYS GENERAL

444 N. Capitol Street, NW
Suite 339
Washington, DC 20001
(202) 434-8000

NATIONAL ASSOCIATION OF COUNTIES

440 First Street, NW
8th Floor
Washington, DC 20001
(202) 393-6226

NATIONAL ASSOCIATION OF FEDERALLY IMPACTED SCHOOLS

444 N. Capitol Street, NW
Suite 411
Washington, DC 20001
(202) 624-5455

NATIONAL ASSOCIATION OF INSTALLATION DEVELOPERS

1725 Duke Street, Suite 630
Alexandria, VA 22314
(703) 836-7973

NATIONAL ASSOCIATION OF REGIONAL COUNCILS

1700 K Street, NW
Suite 1300
Washington, DC 20006
(202) 457-0710

NATIONAL ASSOCIATION OF STATE DEVELOPMENT AGENCIES

750 First Street, NE, #710
Washington, DC 20002
(202) 898-1302

NATIONAL COMMISSION FOR ECONOMIC CONVERSION AND DISARMAMENT

1828 Jefferson Place, NW
Washington, DC 20036
(202) 728-0815

NATIONAL COUNCIL FOR URBAN ECONOMIC DEVELOPMENT

1730 K Street, NW
Washington, DC 20006
(202) 223-4735

NATIONAL GOVERNORS ASSOCIATION

444 North Capitol Street, NW
Suite 267
Washington, DC 20001
(202) 624-5300

NATIONAL LAW CENTER

918 F Street, NW, Suite 412
Washington, DC 20004-1406
(202) 638-2535

NATIONAL LEAGUE OF CITIES

1301 Pennsylvania Avenue, NW
Washington, DC 20004
(202) 626-3000

NORTHEAST-MIDWEST INSTITUTE

218 D Street, SE
Washington, DC 20003
(202) 544-5200

PROJECT ON REGIONAL AND INDUSTRIAL ECONOMICS

Rutgers University
Lucy Stone Hall B119
New Brunswick, NJ 08903
(908) 932-4587

U.S. CONFERENCE OF MAYORS

1620 Eye Street, NW
Washington, DC 20006
(202) 293-7330

WORKPLACE ECONOMIC CONVERSION ACTION NETWORK

1775 K Street, NW
Suite 600
Washington, DC 20006
(202) 833-1303

Appendix

Section 4 Base Points of Contact

Communities can learn from the experience of their peers at other closure sites. The following provides LRA points of contact for most closures nationwide. In the event that you have difficulty contacting someone, notify the Office of Economic Adjustment for assistance.

ALABAMA

NAVAL STATION MOBILE

John Carey, General Manager
Local Redevelopment Authority
Alabama State Docks Department
P.O. Box 1588
Mobile, AL 36633-1558
(205) 441-7120; fax 7110

ARIZONA

WILLIAMS AFB

Lynn Kusy, Executive Director
Williams Redevelopment Partnership
6001 S. Power Road, Building 314
Mesa, AZ 85206
(602) 988-1013; fax 2315

ARKANSAS

EAKER AFB

Joe Gurley
Blytheville Gosnell Regional Aviation
Authority
P.O. Box 166
Blytheville, AR 72316-0166
(501) 532-2100; fax 2146

CALIFORNIA

NAS/NADEP ALAMEDA/

NH OAKLAND

Carl Anthony, Chairman
East Bay Conversion and
Reinvestment Commission
530 Water Street, 5th Floor
Oakland, CA 94607
(510) 834-6928; fax 8913

NAS/NADEP ALAMEDA

Kay Miller
Executive Director
Alameda Reuse and Redevelopment
Authority
Postal Directory, Building 90
Alameda Naval Air Station
Alameda, CA 94501-5012
(510) 263-2870

NH OAKLAND

Paul Nahn
Executive Director
Oakland Base Reuse Authority
505 14th Street
Oakland, CA 94612
(510) 238-7256; fax 3691

NS/NH LONG BEACH

Gerald R. Miller, Manager
Economic Development Bureau
200 Pine Avenue
Long Beach, CA 90802
(310) 570-3853

NCEL PORT HUENEME

Thomas E. Figg
Director of Community Development
City of Port Hueneme
250 North Venture Road
Port Hueneme, CA 93041
(805) 488-3625; fax 986-6511

CASTLE AFB

Richard (Dick) Martin
Executive Director
Castle Joint Powers Authority
P.O. Box 547
Atwater, CA 95301-0547
(209) 357-3370; fax 3404

HAMILTON AAF

Rod Wood
Director
Hamilton Reuse Planning Authority
900 Sherman Avenue
Novato, CA 94945
(415) 897-4311; fax 4354

MARCH AFB

Stephen A. Albright
Executive Director
Joint Powers Commission
March Joint Powers
P.O. Box 7480
Morena Valley, CA 92552
(909) 656-7000; fax 653-5558

MATHER AFB

Robert Leonard
Director of Military Base Conversion
Office of the County Executive
County of Sacramento
1700 H Street, Room 7650
Sacramento, CA 95814
(916) 440-5833; fax 5885

SACRAMENTO ARMY DEPOT

Cynthia Shallit
Program Manager
Sacramento Housing and
Redevelopment Authority
630 I Street
Sacramento, CA 95814-2904
(916) 440-1399, ext 446; fax 442-1283

NORTON AFB

William Bopf, Executive Director
Inland Valley Development Agency
201 North E Street, Suite 203
San Bernardino, CA 92401-1507
(909) 885-4832; fax 386-7591

NTC SAN DIEGO

Tim Johnson
City of San Diego
1200 Third Avenue, Suite 1700
San Diego, CA 92101
(619) 236-6732; fax 6706

NS TREASURE ISLAND

Larry Florin
Base Conversion Office
San Francisco Redevelopment Agency
770 Golden Gate Avenue
San Francisco, CA 94102
(415) 749-2532; fax 749-2585

FORT ORD

Les White
Executive Director
Fort Ord Reuse Authority
100 12th Street
Building 2880
Marina, CA 93933
(408) 883-3672; fax 3675

MCAS EL TORO

Jan Mittermeier
Chief Executive Officer
County of Orange
10 Civic Center Plaza
Santa Ana, CA 92701-4061
(714) 834-3330

MCAS TUSTIN

Christine Shingleton
Assistant City Manager
City of Tustin
300 Centennial Way
Tustin, CA 92681-3539
(714) 573-3107; fax 3113

Community Guide to Base Reuse

NSY MARE ISLAND

Walter Graham
City Manager
City of Vallejo
555 Santa Clara Street
Vallejo, CA 94590
(707) 648-4575; fax 4499

GEORGE AFB

Ken Hobbs
Development Director
Victor Valley Economic Development
Authority
14343 Civic Drive
Victorville, CA 92392
(619) 955-5032; fax 245-7243

COLORADO

LOWRY AFB

Jim Meadows, Executive Director
Lowry Economic Redevelopment
Authority
510 Trenton Street, Building 301
Lowry AFB, CO 80230-2314
(303) 343-0276; fax 9135

PUEBLO DEPOT ACTIVITY

Charles Finley, Executive Director
PDA Development Authority
1120 Court Street, Room 102
Pueblo, CO 81003
(719) 583-6380; fax 6376

FLORIDA

HOMESTEAD AFB

Mayra S. Bustamante
Assistant Director
General Aviation Airports and
Homestead AFB
P.O. Box 592616
Miami, FL 33159
(305) 876-7730; fax 7736

NAS CECIL FIELD

Herb McCarthy, Executive Director
Cecil Field Development Commission
128 East Forsyth St., Suite 405
Jacksonville, FL 32202
(904) 630-4787; fax 2803

NTC/NH ORLANDO

Herb Smetheram, Executive Director
Orlando Naval Training Center Reuse
Commission
City of Orlando
400 S. Orange Avenue
Orlando, FL 32801-3302
(407) 246-3093; fax 3164

NADEP PENSACOLA

Rock Penfold
NADEP Transition Team
Pensacola Area Chamber of
Commerce
117 West Garden Street
P.O. Box 550
Pensacola, FL 32593-0550
(904) 438-4081; fax 6369

GUAM

NAS AGANA

Michael J. Cruz
Chief Planner
P.O. Box 2950
Agana, Guam 96910
(671) 472-4201; fax 1812

HAWAII

NAS BARBERS POINT

Paul O'Connor, Executive Director
Barbers Point NAS Redevelopment
Commission
Office of State Planning
P.O. Box 3540
Honolulu, HI 96811-3540
(808) 587-2843; fax 2848

ILLINOIS

FORT SHERIDAN

Kathline King
Executive Administrator
Fort Sheridan Joint Planning
Committee
P.O. Box 460
Highwood, IL 60040
(708) 266-0161; fax 0163

NAS GLENVIEW

Paul T. McCarthy
Village Manager
Glenview Naval Air Station
Community Reuse Task Force
1225 Waukegan Rd.
Glenview, IL 60025-3071
(708) 724-1700; fax 1518

CHANUTE AFB

Katy Podagrosi
Mayor
City of Rantoul
333 South Tanner St.
Rantoul, IL 61866-2932
(217) 893-1661; fax 892-5501

INDIANA

INDIANA AAP

James Witten, President
Community Focus Committee
P.O. Box 206
Charlestown, IN 47111
(812) 256-3393; fax 6734

FORT BENJAMIN HARRISON

Rick Webster
Local Redevelopment Authority
P.O. Box 16216
Indianapolis, IN 46216-0216
(317) 543-1143

JEFFERSON PROVING GROUND

Steve Lyons
Chairman
Jefferson Proving Ground Local
Redevelopment Authority
300 East Main Street
Madison, IN 47250
(812) 273-5520; fax 3593

GRISSOM AFB

Dan Goddard
Grissom Redevelopment Authority
P.O. Box 398
Peru, IN 46970
(800) 472-0449; fax (317) 689-0168

KENTUCKY

LEXINGTON DEPOT

Brigadier General Larry Barker (ret)
EOC Building
Boone National Guard Center
Frankfort, KY 40601
(502) 564-8529; fax 6240

LOUISIANA

ENGLAND AFB

Jon Grafton
England Authority
611 Arnold Drive
Alexandria, LA 71311
(318) 449-3504; fax 3506

FORT POLK

T. L. "Sonny" Berry, Jr.
P.O. Box Drawer 350
Leesville, LA 71446
(318) 238-0711; fax 4215

MAINE

LORING AFB

Brian Hamel, Executive Director
Loring Development Authority
P.O. Box 457
Limestone, ME 04750-0457
(207) 328-7005; fax 6811

MARYLAND

FORT MEADE

Samuel F. Minnitte, Jr.
Tipton Airfield Project Manager
Heritage Office Complex
2662 Riva Road
Annapolis, MD 21401-7374
(410) 222-7502; fax 7329

MASSACHUSETTS

FORT DEVENS

Michael Hogan
Executive Director
Massachusetts Government Land
Bank
One Court Street, Suite 200
Boston, MA 02108
(508) 772-6340; fax 7577

ARMY MATERIALS

TECHNOLOGY LABORATORY

Mark Boyle, Director
Community Development and
Planning
Arsenal Reuse Committee
Town Administration Building
149 Main St.
Watertown, MA 02172
(617) 972-6417; fax 6403

MICHIGAN

K.I. SAWYER AFB

Thomas Rumora, Executive Director
K.I.S. Base Conversion Authority
417 A Avenue
Suite 119
Gwinn, MI 49841
(906) 346-3137; fax 7001

WURTSMITH AFB

Carl Sachs, Director
Oscoda OEA
3950 E. Arrow Street
Oscoda, MI 48750
(517) 739-6999; fax 9139

MISSOURI

RICHARDS-GEBAUR ARS

John D. Solomon
Director of Aviation
Aviation Department, Downtown
Airport
250 Richards Road
Kansas City, MO 64116-4272
(816) 842-1991; fax 421-5833

NEW HAMPSHIRE

PEASE AFB

L. Eugene Schneider
Executive Director
Pease Development Authority
601 Spaulding Turnpike, Suite 1
Portsmouth, NH 03801-2833
(603) 433-6088; fax 427-0433

NEW JERSEY

FORT DIX

George Sekete, Acting Director
Burlington County Development
Department
49 Rancocas Road
Mount Holly, NJ 08060
(609) 265-5055

NAWC-AD TRENTON

William R. Mate, Chairman
Ewing Township Local Reuse
Committee
P.O. Box 8068
Trenton, NJ 08650
(609) 883-7101; fax 2694

FORT MONMOUTH

Joseph L. Verruni
Township Administrator
2700 Allaire Road
Wall, NJ 07719
(908) 449-8444; fax 8996

NEW YORK

NS NEW YORK (STATEN ISLAND)

Chris Ward
New York City Economic
Development Corporation
110 Williams St., 5th Floor
New York, NY 10038
(212) 312-3852

PLATTSBURGH AFB

David Holmes
Plattsburgh Intermunicipal
Development Council
324 US Oval
Plattsburgh AFB, NY 12903
(518) 561-0232; fax 0686

GRIFFISS AFB

Steve DiMeo
Griffiss Redevelopment Planning
Council
325 Brooks Road, Suite 210
Griffiss AFB, NY 13441-4501
(315) 338-0393; fax 5694

OHIO

DESC DAYTON

Lawrence Leese
Project Coordinator
City of Kettering
3600 Shroyer Road
Kettering, OH 45429
(513) 296-3330; fax 3242

PLANT 85

Richard Browning, Director
Development Department
City of Columbus
99 N. Front Street
Columbus, OH 43215
(614) 645-8991; fax 6295

NEWARK AFB

Wally Horton
City of Heath
1287 Hebron Rd.
Heath, OH 43056
(614) 522-5131; fax 6324

RICKENBACKER ANG BASE

Bruce E. Miller
Executive Director
Rickenbacker Port Authority
2365 Fred Haise Avenue
Columbus, OH 43217-1232
(614) 492-2423; fax 491-0662

OREGON

UMATILLA AD

William Hansell, Chairman
Umatilla Base Reuse Committee
222 SE Dorian
Pendleton, OR 97801
(801) 833-2211

PENNSYLVANIA

NAWC AD WARMINSTER

Sheila Bass
Bucks County NAWC Committee
P.O. Box 3049
Warminster, PA 18974
(215) 957-2310; fax 2322

DPSC PHILADELPHIA

Lori Flynn, Project Manager
Philadelphia Industrial Development
Corporation
Office of Defense Conversion
City of Philadelphia
2600 Centre Square West
1500 Market Street
Philadelphia, PA 19102
(215) 496-8020; fax 977-9618

PHILADELPHIA NAVAL COMPLEX

Channing Lukefahr
Project Manager
Philadelphia Industrial Development
Corporation
Office of Defense Conversion
City of Philadelphia
2600 Centre Square West
1500 Market Street
Philadelphia, PA 19102
(215) 496-8020; fax 977-9618

RHODE ISLAND

NCBC DAVISVILLE

Georgia A. Prete, Associate Director
Property Management
Rhode Island Port Authority
QP/D Industrial Park
33 Belver Avenue
North Kingstown, RI 02852
(401) 277-3134

SOUTH CAROLINA

CHARLESTON NAVAL BASE COMPLEX

Arthur Ravenel, Jr.
Chairman
Charleston Naval Complex
Redevelopment Authority
1690 Turnbull
Suite NH47
Charleston, SC 29408-1955
(803) 747-0010; fax 0054

MYRTLE BEACH AFB

Harold Stowe, Chairman
Myrtle AFB Redevelopment
Commission
1063 Howard Parkway
Myrtle Beach, SC 29577
(803) 238-0681; fax 0579

TENNESSEE

NAS MEMPHIS

Phillip Whittenberg
Executive Director
Millington Base Reuse Committee
City of Millington
P.O. Box 247
Millington, TN 38083
(901) 872-2211

TEXAS

BERGSTROM AFB

Peter Rieck, Manager
Airport Economic Development
3600 Manor Road
Austin, TX 78723
(512) 495-7541; fax 0415

NAS CHASE FIELD

Brad Arvin
Executive Director
Beeville/Bee County Redevelopment
Council
400 N. Washington
Beeville, TX 78102-3938
(512) 358-4641; fax 7355

NAS DALLAS

James Toal, Project Manager
NAS Dallas Redevelopment Office
8100 W. Jefferson, Building 12
NAS Dallas, TX 75211
(214) 266-6892; fax 6891

CARSWELL AFB

Derrick Curtis
Executive Director
Carswell Redevelopment Authority
P.O. Box 27136
NAS Fort Worth JRB, TX 76217
(817) 377-8061; fax 8064

UTAH

TOOELE ARMY DEPOT

Earl Tate
Chairman
Redevelopment Agency of Tooele
City
Tooele, UT 84074
(801) 882-1894

VIRGINIA

CAMERON STATION

Larry Grossman
Task Force to Monitor the Closing of
Cameron Station
Room 2100, City Hall
301 King Street
Alexandria, VA 22314
(703) 838-4666; fax 6393

NADEP NORFOLK

Art Collins, Executive Director
Hampton River Valley Planning
District
723 Wood Lake Drive
Chesapeake, VA 23320
(804) 420-8300

NATIONAL CAPITAL REGIONAL ACTIVITIES (CRYSTAL CITY)

Mark Jinks, Chairman
Crystal City Economic Task Force
County Manager's Office
2100 Clarendon Blvd.
Arlington, VA 22201
(703) 358-3423

VINT HILL FARMS

Owen Bludau, Executive Director
Vint Hill Economic Adjustment Task
Force
26 John Marshall St.
Warrenton, VA 22186
(540) 347-6965; fax 349-2304

NRTF DRIVER

Robert Baldwin, Director
Department of Planning
City of Suffolk
P.O. Box 1858
428 West Washington Street
Suffolk, VA 23439
(804) 925-6466

WASHINGTON

NS PUGET SOUND (SAND POINT)

Bridgett Chandler
Office of Management and Planning
City of Seattle
600 4th Avenue, Room 200
Seattle, WA 98104-1873
(206) 684-8271; fax 233-0047

Selected Base Closures and Realignments 1988, 1991, and 1993



Appendix

Section 5

Acronyms and Abbreviations

BCT	BRAC Cleanup Team
BEC	BRAC Environmental Coordinator
BEST	Building Economic Solutions Together
BRAC	Base Realignment and Closure
BTC	Base Transition Coordinator
DEIS	Draft Environmental Impact Statement
DLA	Defense Logistics Agency
DoD	Department of Defense
EA	Environmental Assessment
EDA	Economic Development Administration
EDC	Economic Development Conveyance
EIS	Environmental Impact Statement
EPA	Environmental Protection Agency
FAA	Federal Aviation Administration
FEIS	Final Environmental Impact Statement
FOSL	Finding of Suitability to Lease
FOST	Finding of Suitability to Transfer
FY	Fiscal Year
GSA	General Services Administration
HUD	Department of Housing and Urban Development
LRA	Local Redevelopment Authority
NAF	Non-appropriated Fund
NEPA	National Environmental Policy Act of 1969, 42 U.S.C. § 4321 et seq., as amended
NGA	National Governors' Association
NOA	Notice of Availability
OEA	Office of Economic Adjustment
PIC	Private Industry Council

RAB	Restoration Advisory Board
ROD	Disposal Record of Decision
SDA	Service Delivery Area

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